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THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern. The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army.

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COVER

CLAD in overwhites, ski troopers of the 1st Battle Group, 9th Infantry, exemplify the all-weather capability of that adaptable "weapon"—the U.S. Army soldier, prepared to serve in any climate or terrain.

COMMAND LINE

Army Views On Vital Issues

ON TEAM EFFORT

"The team principle is fundamental to all our military efforts. Our interdependent Army, Navy, and Air Force work together to maintain the tri-dimensional power necessary to deal with an enemy on land, at sea, or in the air. Each member has a unique and essential role. Each complements and supplements the other.

"In a like manner, the Army is an integrated fighting team, responsive to a clear chain of command, which develops the characteristics of each arm and service. No single branch of the Army is paramount or self-sufficient. Each has special capabilities, experience, and skills which, when combined properly with those of other branches, produce the team effort that is necessary for victory on today's complex battlefield."

*Secretary of the Army Wilber M. Brucker
before the Rainbow Division Veterans Association,
Kansas City, Missouri, 14 July 1959.*

ON FUTURE APPLICATIONS OF R&D

"What are some of the more promising results of the Army Research and Development program that we can expect to see incorporated into future equipment?

"New metals have been created under extremes of temperatures and pressures. They promise to open a whole unexplored field of alloys that will be stronger, more heat resistant and lighter than anything else that we know of today. Missiles, space vehicles and even tanks will benefit from such advances.

"Electronics is another field that has seen a quantum jump in the last ten years and can be expected to surge beyond the boundaries of our imagination in the next ten years. Electronic parts have been reduced in size through modularization so that instead of 7,000 parts per cubic foot we can put 700,000 parts in the same space! Applications of solid state physics have resulted in radios and electronic computers of miniature size that can perform all manner of operations to enable information to be gathered more quickly and accurately in combat."

*Lieutenant General Arthur G. Trudeau,
Chief of Army Research and Development,
before the South Carolina American Legion,
Charleston, South Carolina, 20 June 1959.*

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THE concept of "One Army" is of urgent importance, and fundamental to the capability of the Army to carry out its assigned missions and responsibilities. Therefore, it is fundamental to the effectiveness of our total national security effort.

I would like to emphasize that the term "One Army" is not merely a conversation piece or a cliché. It is a most meaningful term to describe a concept basic to the development of our fundamental policies and programs. I realize that there are many factors involved in this

WIND THE NATIONAL SECURITY

GENERAL LYMAN L. LEMNITZER

Chief of Staff, U. S. Army

concept beyond those which are purely military. However, the military considerations are compelling and I shall concentrate on them.

Clearly, the genesis of the military requirements which confront the United States and the Free World is the Communist threat. To provide a frame of reference for what follows, I want to emphasize some of its key features.

Among the highlights of this threat I want to mention is, first, its vast military strength. This strength must be measured not only in terms of quantity, but also in terms of quality. We know that the armed forces of the Soviet Union in particular have undergone extensive modernization of weapons, equipment, and organization. They have acquired nuclear as well as so-called conventional weapons and their nuclear weapons are both tactical and strategic. We must also face the

full implications of the Soviets' progress in the long-range missile field, dramatized by their repeated successes in space explorations.

Although the Soviets constitute, by far, the greatest military threat, we must not overlook the expanding military power of Communist China, which is concentrating on the task of modernizing its forces. Then, too, there is the considerable military strength of the satellite countries.

In addition to being able to conduct general nuclear warfare, the nature of their military strength gives the Communists another capability of major import. That capability, of course, is to conduct war on a limited scale, using their strategic nuclear capability as an

One Army and the National Security

"umbrella." This umbrella provides protection for limited war forces, since the threat it represents discourages an all-out counteroffensive against these forces. In like manner, a potential for conducting limited war can also provide an umbrella for the economic, subversive, and bullying propaganda activities which the Communists also employ.

IN THE face of this massive and diversified threat, there are certain features of our own military situation which stand out. I would list the first of these as the sharp reduction which the advance of technology has brought in the time-space factor which, historically, was such an important element of our security. Second, there is the vast destructiveness of nuclear weapons. Not only could we be attacked, there-



fore, but we could be attacked with very damaging effect. Next, there is the fact that such an attack could be launched against us with little if any warning. A fourth feature of our military situation is our traditional policy never to initiate war.

Finally, there is the vulnerability of many of our Free World Allies—not only to massive nuclear attack but also to military aggression

GENERAL LYMAN L. LEMNITZER—Chief of Staff, U. S. Army



CAPACITY for quiet accomplishment as planner, negotiator and combat commander distinguishes the career of General Lyman L. Lemnitzer, who succeeded General Maxwell D. Taylor as Army Chief of Staff on 1 July 1959.

Perhaps best known as mover and doer behind the scenes at crucial turning points in World War II and the ensuing nuclear-missile era, General Lemnitzer's career reflects the meticulous attention to planning and personal preparation that marks the polished product of the Army school system.

Second of three sons, Lyman Lemnitzer was born 29 August 1899 in Honesdale, Pennsylvania, where he attended local schools, delivered newspapers, clerked in a neighborhood

on a geographically limited scale by Communist satellite countries acting under Soviet coordination or direction. The vulnerability of our Allies is of direct concern to our own security, because in keeping with the principle of collective security—which greatly benefits our total security position—an attack upon any single element of an alliance is equivalent to an attack upon all.

Summing up what I have said so far, I would say that the massive size, global scope, versatile capabilities, and unmistakable menace of the Communist threat viewed against a background of our military situation, pose the greatest danger which the United States has ever had to face throughout its entire history. Among the overriding requirements which must be fulfilled in order to meet this threat



successfully is a degree of instant military readiness which is unique in American experience.

This readiness must be attained by all the Armed Forces, because each military service has an indispensable contribution to make to

store. Qualifying for admission to the United States Military Academy in 1918, he graduated in June 1920 with a Bachelor of Science degree and commission as 2d Lieutenant in the Coast Artillery Corps.

In addition to a succession of stateside and overseas tours with Coast Artillery units at Fort Adams, Rhode Island, and Fort Mills, Corregidor, Philippine Islands, he was twice assigned as instructor at West Point where he taught physics, mechanics, hydraulics, thermodynamics, and aerodynamics. From 1936 to 1939, he also served as instructor in the Department of Tactics at the Coast Artillery School, Fort Monroe, Virginia. Advancing through the Army school system, General Lemnitzer was graduated from the Command and General Staff School in 1936 and from the Army War College in 1940.

In May 1941 he was assigned to the

War Plans Division of the War Department General Staff, then became assistant to the operations and training officer of General Headquarters. With the reorganization of the Army in 1942, he was transferred to Headquarters, Army Ground Forces (formerly General Headquarters) as Assistant Chief of Staff, Plans Division.

Named to command the 34th Anti-aircraft Brigade at Norfolk, Virginia, in July 1942, he preceded that unit to England where, in September 1942, he was assigned additional duties on General Eisenhower's staff. As Assistant Chief of Staff for Plans and Operations at General Eisenhower's Allied Forces Headquarters, he was charged with planning and preparation for Operation Torch—the Allied invasion of North Africa. Taking part with General Mark Clark in a secret submarine mission in October 1942, he negotiated with French military officials to pave



the total security effort. However, our particular concern is with the readiness of the Army. Therefore, I shall confine my observations to matters which apply to our own Service.

I THINK that the best starting-point would be to review the mission and composition of the Army as defined by law. The pertinent portion of the United States Code states that the Army "... shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land." The Code goes on to say that "The Army consists of (1) the Regular Army, the Army National Guard of the United States, the Army National Guard while in the service of the United States, and the Army Reserve; and (2) all persons appointed or enlisted in, or conscripted into, the Army without component."

I would like to stress the words "prompt" and "sustained."

The capability to conduct *prompt* operations against enemy forces attacking on land is met by

the way for allied invasion and occupation of French North Africa.

After leading the 34th Antiaircraft Brigade in the Tunisian Campaign and Sicilian landing, he was transferred in July 1943 to 15th Army Group, where he served as Commanding General of the U. S. Contingent and Deputy Chief of Staff to General (later Field Marshal) Sir Harold Alexander. In this capacity he took an active part in discussions with Marshal Badoglio's representatives leading to the Italian capitulation on 3 September 1943. As Field Marshal Alexander's representative, he secretly entered Switzerland in March 1945 and carried on negotiations in coordination with Mr. Allen Dulles for the unconditional surrender of German armies in North Italy and Southern Austria on 2 May 1945.

Following victory in Europe, he served as Chief of Staff, Supreme Allied Command, Mediterranean, and

Chief of Staff to General Joseph T. McNarney, then U. S. Commanding General, Mediterranean Theater of Operations.

A series of assignments on joint service and inter-allied levels followed. From 1945 to 1947, he was Army member of the Joint Strategic Survey Committee of the Joint Chiefs of Staff which studied implications of atomics in future war. In the summer of 1948 he headed the U. S. Delegation to the Military Committee of the Five Powers in London.

From August 1947 to November 1949, General Lemnitzer was Deputy Commandant of the National War College.

Assigned to the Office of Secretary of Defense James Forrestal as Special Assistant on Foreign Aid Matters, he became the first Director of the Office of Military Assistance in November 1949. In this capacity he administered the

the active Army forces deployed overseas, and by the active Army forces — primarily the Strategic Army Corps—maintained in the United States to reinforce them. So far as defense against air attack is concerned, this requirement is met by the on-site air defense missile units of the active Army and the National Guard.

In considering the readiness of our forces in contact with enemy land forces, however, it is obvious that to carry out combat operations of any great scope, they would have to be expanded beyond the strength which could be furnished by the Strategic Army Corps. The responsibility for providing the strength which would make it possible to conduct *sustained* operations thus would fall upon the reserve components at the very outset of any major war. Consequently, rapid

and effective mobilization assumes an ever greater importance in our blueprint for national defense.

THE tasks which mobilization requires are vast and complex. Our mobilization plans call for a rapid increase in strength.

The size of the mobilization task, however, does not indicate its intricate complexity. There must be the most careful time-phasing of the mobilization of the individuals required to bring our active Army forces to full strength, of units to man the mobilization and training centers needed to accommodate the divisions which are called to active duty, and of combat and service support units which are essential to transform the mobilized divisions into division *forces* ready to take the field. The availability of facilities and installations, of equipment,

Mutual Defense Assistance Program which helped rearm Free World forces. He also was a member of the United States Delegations to the meetings of Defense and Military Committees of the North Atlantic Treaty Organization in 1949 and 1950.

With the outbreak of the Korean War, General Lemnitzer completed the Basic Airborne Course at Fort Benning, Georgia, to become a qualified parachutist, and assumed command of the 11th Airborne Division at Fort Campbell in November 1950.

Transferred to the Far East Command in November 1951, he commanded the 7th Infantry Division in the battles of Heartbreak Ridge, Punch Bowl, Mundung-ni, Chorwon Valley.

IN August 1952 he became Deputy Chief of Staff for Plans and Research at Army Headquarters in Washington. Three years later he returned to the

Far East, succeeding General Taylor as Commanding General of Army Forces Far East and Eighth U. S. Army. In June 1955 he became Commander-in-Chief, Far East and United Nations Commands, and Governor of the Ryukyu Islands.

From July 1957 until his present assignment, General Lemnitzer was Vice Chief of Staff, U. S. Army.

Married to the former Katherine Mead Tryon of Honesdale, Pennsylvania, the Lemnitzers have two children—Lois Katherine (wife of Captain Henry E. Simpson of the 101st Airborne Division at Fort Campbell, Kentucky), and Captain William Lyman Lemnitzer, currently a student in the Advanced Artillery Course at Fort Sill, Oklahoma.

Besides his early hobbies of baseball and rifle marksmanship, the new Chief of Staff finds relaxation in golf, fishing, and photography.



and of organizations to use them must be precisely synchronized.

Difficult as this task would be under ideal conditions, we must recognize that it might well be compounded by conditions more adverse than any the United States has ever faced. The weight of the initial attack upon our deployed forces could be very great, requiring mobilization to be carried out with the most urgent speed. It might be necessary to mobilize to meet several critical and widely separated attacks simultaneously. It is possible that mobilization would be taking place at a time of heavy losses to the civil population and of major destruction to the United States. There is also the possibility that the Army would have to mobilize at the same time that it was carrying out many important additional duties, such as civil defense, maintenance of martial law, and the conduct of disaster relief.

In the face of this truly staggering task, it is very encouraging to consider the enormous strides which have already been taken in achieving readiness.

In terms of organization, all components of the Army have achieved uniformity.

In terms of the state of training which prevails, the reserve components have attained levels which are not only the highest in their peacetime history but which are in line with those of many units of the active Army.

All this is of the utmost importance. To a degree which has never before been as marked, the effectiveness of each component of the Army depends directly upon the effectiveness of the other components. The units of the active Army rely upon trained individual reinforcements from the reserve components to bring them promptly up to full strength in case of emergency. National Guard divisions, for example, may receive the bulk of the non-divisional support units which are essential to permit their deployment as balanced division forces from the Army Reserve. Indeed, once mobilization gets well under way, the question of component will cease to be relevant with respect to the formation of the full-strength, properly constituted fighting forces which will be put into the field. This situation applies in both limited and general war.

We often think of mobilization only in terms of all-out conflict. Actually, however, the extended deployment of the STRAC would require us to reconstitute our strategic reserve without delay and to bring our active Army units to full strength. For both these tasks we look to the reserve components.

In actual fact, therefore, the Army is a single entity—it is, as it must be, "One Army."

IN MY professional judgment, however, there is one more key step which all of us must finish taking

in order to achieve the fullest measure of unity. This step is intangible, but it is absolutely vital. This is so because it involves the full realization of what, in fact, has taken place in response to the compelling demands of existing facts and conditions.

What I am referring to is the complete acceptance by the members of all components of the over-all singleness of the Army as an indivisible unity.

By this I mean particularly that we must achieve a state of mind which is in accord with today's realities—rather than the realities of the past. Realistic action will then stem from this realistic state of mind.

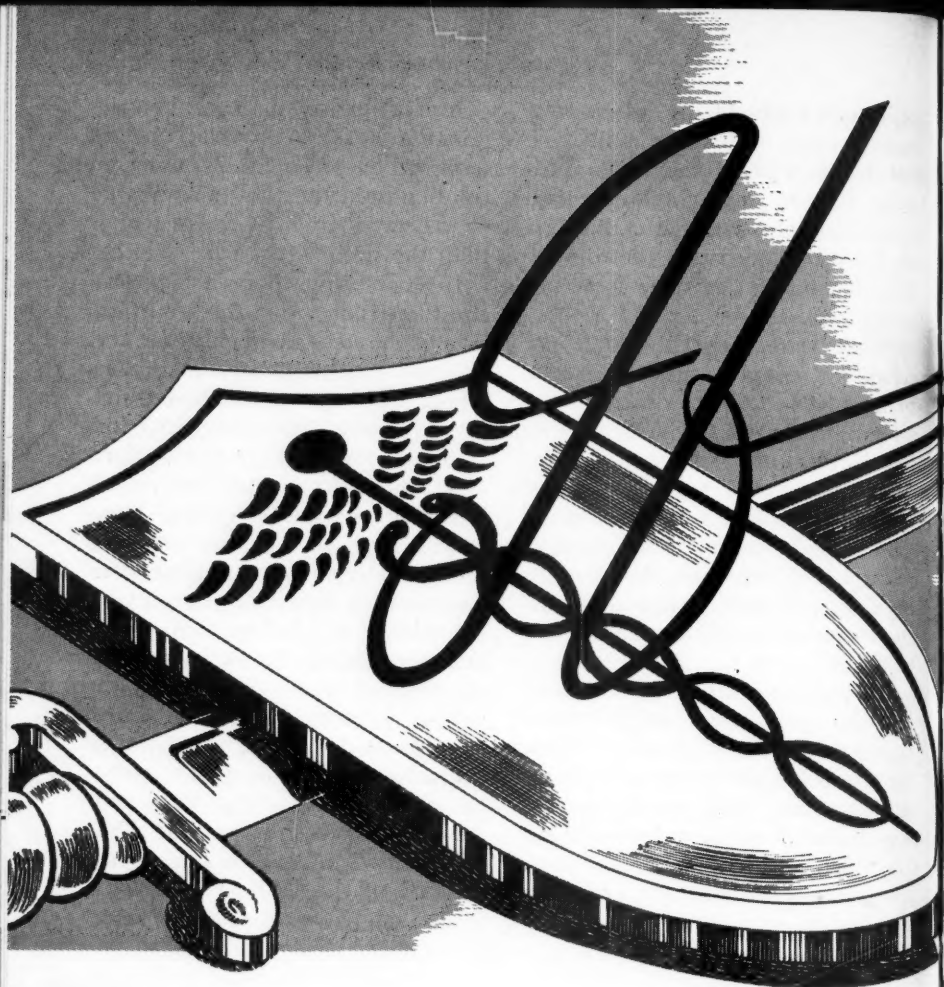
I am not for one minute suggesting the elimination of the traditional lines of organization. These have evolved from decades of experience and are based upon a sound functional foundation. What I am saying, however, is that these lines must not be barriers between us.

Independently, none of the components of the Army can operate with full effectiveness. Together, in combination, the total achieves an effectiveness which is vastly greater than the sum of its parts.

In conclusion, I cannot emphasize too strongly that the identification of the steps through which this progress can be made a reality deserves and requires the best thinking, the most far-seeing imagination, and the most energetic efforts of all members of our ONE ARMY. There are no pat solutions. However, I hope that I have provided an indication of the urgent need for us to get on with this vital task.

I pledge my fullest cooperation and support in the actions which are decided upon as being in the over-all interest of the "One Army" concept. I do so because of the vital importance of the goal sought—the full achievement of the "One Army" which is so important to the effectiveness of the Army, to the security of the United States and, indeed, to the entire Free World.





Lieutenant General Leonard D. Heaton

THERE was no warning. Crashing out of the south, the tornado cut a path twenty blocks long and several blocks wide through the small midwestern city. One of the city's two hospitals lay in its path, and was demolished. Amid the wreckage of homes, trees, power lines, dead and injured were left in the storm's wake. The injured were taken to the sole remaining hospital where, after waiting in line, they

were treated by harassed doctors and nurses.

For this city and its tornado victims, this was a disaster situation in every sense of the word.

In all our talk of nuclear warfare disasters alone, we are inclined to forget that disasters can be both man-made and nature-made. Every year, disasters occur in civilian life—from 10 to 25 major ones may occur in the United States in any

**An informed citizenry
must be prepared—**

DISASTER COMES

one year. From studies of these disasters we are able to learn something of conditions and requirements peculiar to these situations, and to make some intelligent preparations for them.

A disaster situation means simply that the casualties are too many, too soon. Success in meeting these situations must depend upon an informed citizenry carrying out certain principles designed to bring the medical load under control as soon as possible.

Coping With Disaster

THE best defense against any catastrophe is education of the public. Anxiety arises out of fear of the unknown; thus, people are less anxious, less frustrated in the face of catastrophe when they have been prepared for it. It is every citizen's responsibility to foster this type of community readiness by active organization and dissemination of pertinent information.

At least four objectives must be achieved.

● First, the essentials of survival care must be taught to every-

one, so that early threats to life can be countered. Thus lives can be saved and the number of casualties reduced at the source through self-aid and buddy- or neighbor-aid.

● Second, the sorting or classifying of casualties and professional treatment must be carried out.

● Third, professionally trained personnel, supplies and facilities must be economically utilized to assure that the most good is done for the greatest number.

● Fourth, the successful achievement of these objectives must depend upon effective planning and essential training prior to the actual need.

Planning in accord with these principles presupposes that the citizenry knows something about disasters. Every citizen should know something about the anticipated types and numbers of casualties as well as life-saving and early emergency measures in order to teach others and to put them into practice. There must be widespread knowledge, too, of the health hazards that may be expected to accompany any type of disaster.

If Disaster Comes

People in a Disaster

TAKING a nuclear weapon disaster as an example, it is evident that available medical manpower resources to care for the victims will inevitably be too small. This disparity between medical needs and medical resources is the heart of the medical problem.

On the basis of various analyses of simulated nuclear weapon disasters, the doctor-patient ratio is expected to be about one physician for every 200 hospital-type casualties. Even this ratio is probably optimistic, since it assumes rapid and timely transfer and relocation of physicians.

We may assume an acute shortage of nursing personnel, too, though the ratio of nurses to physicians is about two to one. It is apparent that only essential nursing care could be given, and most of this care would have to be delegated though supervised. It is also apparent that the day-to-day practice of medicine would require significant adjustments to meet disaster needs.

To further complicate the problem, the usual doctor-nurse team may not exist following a disaster, because the physician may not be there. The nurse and those in other

professional disciplines—the dentist, veterinarian, and others—will be confronted with the necessity for independent action beyond the scope and responsibility of their daily activities. All of these specialists will have to delegate the care they usually provide, which will necessarily involve the risk of diminishing the quality of care.

Training for all these specialists must assure that they will be proficient in performing tasks delegated to them by the physician, that they know how to expand normal administrative activities, and how to train competently those who may have to assist them.

We in the military medical services are concerned that the resolution of modern disaster situations does not lie on the shoulders of the military alone, but may require the concentrated effort of everyone, military and civilian alike. The effects of injury and illness may not wait while we seek out the best prepared person or group. Everyone must know what to do, how to do it, and when to do it.

Many persons who are efficient in everyday situations are often not able to function effectively in disaster. Medical personnel are not immune to the emotional impact



LIEUT. GEN. LEONARD D. HEATON
The Surgeon General
Department of the Army

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Every year, injuries mounting into the hundreds occur in from 10 to 25 major disasters such as floods, fires, hurricanes, tornadoes.

of a sudden disaster, and, in addition, are subject to stresses peculiar to their professions. They may become tense because they feel responsible for the overwhelming number of victims for whom they cannot provide sufficient care; they are worried by the dazed behavior of the victims.

The nurse may identify herself with the distraught mother whose children were victims. Supporting personnel may feel insecure in the absence of the physician when called upon to act for him. And, of course, all medical personnel share the general feelings of uncertainty about the safety of their families.

In such situations, studies show that there is a great turmoil, with people doing things in hasty and unreasoning ways. Often there is no leadership, no plan of action, no control, with the result that the standards of medical practice may be unnecessarily compromised.

How to Survive

SURVIVAL CARE is the first consideration. It calls for measures to control threats to life and limb. To save the casualty's life, you must keep him breathing and stop his bleeding. Without the timely application of life-saving measures, later medical skills may be of no avail. Everyone must be prepared to carry out these essential survival measures.

In the military, we expect the soldier to do what he can to save his or his buddy's life or limb. This means that the soldier must know





Medical supply items for fractures, burns, wounds, are packed in container to make up an emergency unit.

how to maintain respiration by clearing the mouth and throat of obstruction, by sealing a sucking chest wound, and by giving artificial respiration when indicated.

He must know how to control bleeding through the use of pressure bandages, pressure points, proper positioning, and, as a final resort only, use of the tourniquet. He must recognize fractures and immobilize them by applying splints prior to moving the patient, and he must protect wounds from further injury or contamination by first aid or by the application of improvised dressings.

The soldier must also know how to handle patients properly to prevent further anxiety and shock. Such training is a "must" for every individual. We in the military have the responsibility to teach survival care techniques to our total military community—both medical and non-medical service personnel. Civilians have a parallel responsibility to teach these techniques to all members of the community, including children.

Casualties must be sorted for de-

finitive medical treatment priority. This is the surgeon's responsibility, which cannot be delegated.

At present the Army Medical Service classifies the wounded into four general groups: (1) those who need immediate lifesaving care; (2) those whose treatment can be delayed; (3) those critically injured whose chances of survival are not good even under ideal conditions of treatment; and (4) those who require minimal care and can be put to work.

It must be emphasized that sorting is a continuous process with flexible criteria, carried on at all levels of medical care, and must be adapted to meet the needs of the situation. The entire process is based on the principle of doing the most good for the greatest number.

WHEN a mass casualty situation occurs, the immediate lifesaving category carries the highest priority for care, and the critically injured group has the lowest priority—in contrast to the day-to-day practice of treating first the most severely and hopelessly injured. Such a

plan for treatment in no sense implies that anyone will be denied care. Rather, it means that the critically injured casualties will initially be given palliative care while those with better chance of recovery will get immediate care. Every effort will be made to supplement the treatment of critically injured as soon as conditions permit.

Medical resources must be used in the most profitable way. It is unfortunate that people—doctors, nurses and other medical professionals—cannot be stockpiled like supplies. Their skills must be spared for the saving of lives and not be dissipated on duties that others can perform efficiently.

Finally, uninjured survivors, who in the long run will make the major contribution to the survival of the Nation, must receive continued medical support.

If the Armageddon of nuclear warfare ever comes, communicable diseases which for years have been controlled may emerge again to threaten the survivors of nuclear attack. Certainly preventive medicine personnel will be faced with staggering problems arising from the disruption of normal life. Dirt and filth will go along with primitive sanitary conditions following the loss of public services, and the enforced group living of a shifting population will mingle disease carriers with persons susceptible to disease.

TO ACHIEVE disaster preparedness there is much that must and should be done, but no one should infer that nothing has been done. Disaster training is a part of military instruction, and civilian medi-

cal and allied groups have instituted similar instruction. National, state, and private health organizations are spearheading such educational efforts.

Nor are supply problems being ignored. As far back as 1955, the Department of Defense undertook a study of emergency medical care, from which has come much useful information and the tri-service Phase I Emergency Medical Treatment Unit.

Emergency Medical Care Program

IN August 1956 the Secretary of Defense directed establishment of the Emergency Medical Care Program—a study encompassing everything from the selection of individual items required in the emergency treatment of mass casualties to the development of knowledge about our national resources. For planning purposes, the Program is divided into four phases of casualty medical care, each phase based on an assumed set of circumstances during and following a disaster. In an actual disaster, of course, some of these phases could run concurrently.

PHASE I: Care to be given attack casualties by other than medical department personnel, in most cases without medical supervision.

PHASE II: Care to be given casualties primarily by non-medical personnel under professional supervision.

PHASE III: Medical support to be given by professional medical personnel.

PHASE IV: Activity of re-supply of all medical resources required to perform the medical mission. At the outset, a task force com-



Grimly realistic are these simulated nuclear attack casualties awaiting care during a recent Civil Defense Conference on Emergency Medical Care Program.

mittee, consisting of representatives from the Office of the Assistant Secretary of Defense (Health and Medical) and professional and supply representatives from each military medical service, was created to determine the medical items and quantities thereof considered essential for emergency treatment of military casualties resulting from enemy attack. The committee first evaluated the over-all medical problem, determined the kind and distribution of casualties likely to occur, and judged the kind of emergency treatment most applicable under extremely adverse conditions.

In developing the list of items to be used in the Phase I period, the committee proceeded on several basic assumptions: First, little or no help would be received from outside the damaged area in the immediate post-attack period. Second, most of the immediate treatment given would have to consist of self-aid or buddy-aid. Third, the capability of the average layman to give survival type care was a major limiting factor. It was also assumed that any supplies provided

should be packaged in weights a man could carry.

From these studies, a list of 27 medical supply items was developed, in predetermined quantities considered absolutely essential for Phase I care. These supplies are considered sufficient for emergency buddy-aid care of fracture, burn and wound casualties likely to occur in 100 personnel in the first 72 hours after attack.

The list was accepted by the military medical services and approved by the Secretary of Defense. Packaging of the Emergency Medical Treatment Unit, Phase I, was developed and standardized for the three military medical services at the Medical Equipment Development Laboratory, Fort Totten, New York, and at the U. S. Army's Louisville Medical Depot.

In its present form, the Phase I Unit is functionally packed in a large carton, inside of which are nine component cartons—a master pack of two boxes (one containing an artificial blood volume expander and the other containing essential items); one fracture pack;

two burn packs; and four wound packs.

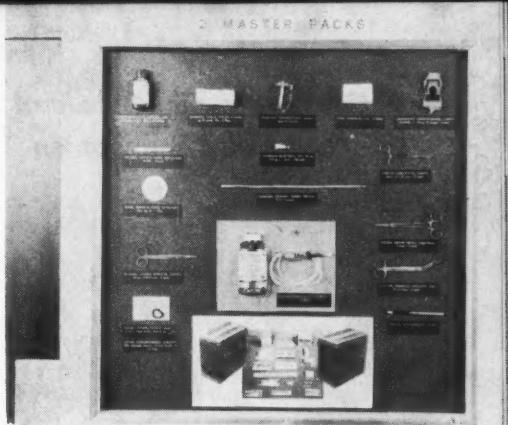
The container was specially designed to be lightweight, inexpensive, and easily distinguishable from other materiel by use of color or symbol. Weight and bulk were kept down to permit transport by individuals, and for surveillance the single load was designed to show at a glance any sign of tampering.

IN order to provide disaster emergency medical care for military personnel in Continental United States and for personnel, dependents, and Department of Army civilians in overseas areas, it is considered necessary to have one Emergency Medical Treatment Unit, Phase I for every 100 authorized individuals. This assumes that the loss of personnel and materiel would be about equal—that is, that any disaster destroying personnel would destroy a proportionate amount of materiel at the same time.

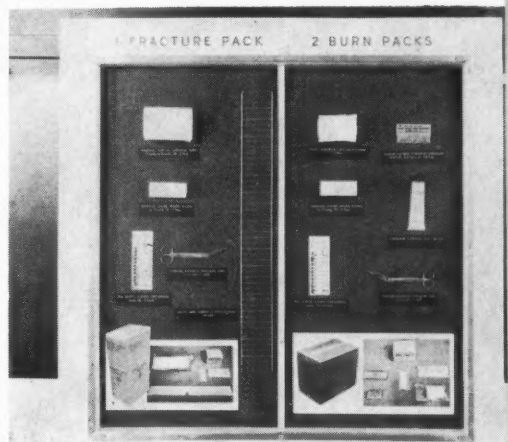
Training in the use of Phase I Unit supplies is today given to all U. S. Army military personnel as part of individual and unit training.

ALL of the study and planning leading up to adoption of the Emergency Medical Treatment Unit, Phase I, point up the continuing Department of Defense effort in planning for military medical care in a national emergency.

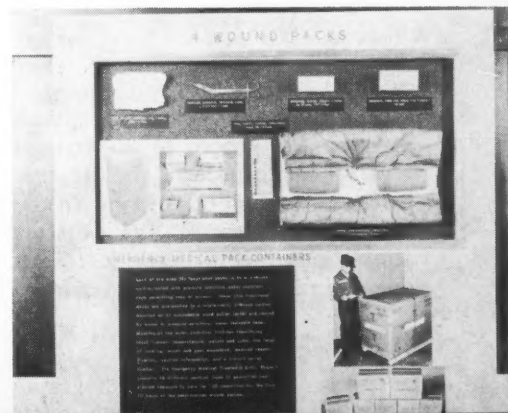
Only by realistically studying medical problems in disaster situations and by making positive efforts to resolve these problems can the military medical services hope to be able to say with confidence, "We are prepared."



Within emergency container, two master packs contain needles, sutures, bandages, scissors, other items to help in caring for casualties.



Emergency Medical Treatment Unit, Phase I, contains 26 different items—sufficient to care for 100 casualties during the first 72 hours.



Active Army members can advance
the One Army concept on



Major Frederic S. Otis, USAR

OFFICERS on active duty with the Army need to understand the full magnitude of the Reserve Program, for several reasons. In the first place, all career Army officers almost certainly will serve at least one tour in which their principal

duties will be concerned with reserve affairs. Secondly, since two of the three components of our Army are reserve, the importance of the reservist in our defense plans can hardly be over-emphasized.

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Component Duty

ment Division of The Adjutant General's Office indicates that almost every career officer sometime after his second duty tour and prior to his last assignment before retirement will be assigned to duty with either the Army National Guard, the Army Reserve or with the Reserve Officers Training Corps. In addition, many will serve in staff capacities in Department of the Army, Continental Army Command Headquarters, Army Headquarters, or one of the 13 Corps (Reserve) Headquarters and will be directly concerned with the reserve components.

The mission of the reserve components, the quality of their personnel, and the policies governing their operation and administration are consequently matters of continuing importance to every officer. The strength and ability of the Army depends, in time of emergency, upon the strength and ability of our reserve. Thus an assignment to duty with, or in support of, a reserve component is at the same time an assignment that contributes to the strength and readiness of the whole Army.

MAJOR FREDERIC S. OTIS, INF-USAR, is Chief of Publications and Editor of The Army Reservist, in the Office of the Chief, U. S. Army Reserve and ROTC Affairs, Department of the Army.

At present there are about 5,000 requirements for assignments of active Army officers for duty with the reserve components. In addition there are many staff positions in the Department of the Army, Continental Army Command, and zone of interior armies which deal wholly or partly with reserve component affairs.

At all the branch service schools active Army personnel administer and teach refresher courses for reservists. During 1959 nearly 700,000 reserve component personnel will have been on active duty for training. Although the reservists are striving for and reaching the goal of administrative self-sufficiency, a portion of this year's administrative, supply and training load falls upon active Army members.

MANY assignments with reserve components are designated as stabilized tours of three years for field grade officers and two years for company grade. Most ROTC assignments begin during June, July and August, while Advisor assignments with the National Guard and the Army Reserve usually begin during the last four months of each year.

Active Army personnel are on duty as Professors of Military Science and Tactics, or assistants, at all the colleges, universities, and

Reserve Component Duty

secondary schools which have ROTC programs.

In the past there was a tendency to regard a reserve component assignment either as a period of "exile" or a long "vacation." Both of these attitudes, if they were ever justified at all, are completely unrealistic today. A reserve component assignment can prove to be among the most invigorating, challenging, and stimulating tours of an officer's entire career.

As in any other Army assignment he will find that professional competence is constantly extended by demands of the position. His mission of improving the capacity and effectiveness of the reserve component to which he is assigned is performed in a predominantly civilian environment. For the alert and adaptable officer, this is an opportunity rather than an obstacle.

While an officer on reserve component duty is concerned primarily with material matters, such as training, recruiting, supply, and administration, he must also be concerned with motivating ideas that stimulate belief and confidence in the reserve component program.

Reserve Component Structure

THE reserve components are a dynamic part of the One Army Team. Within the continental United States this team includes Regular and active Army soldiers, about 350 thousand civilian employees, and almost a million and a half Ready Reservists not on active duty, of whom approximately 700,000 are in organized units of the Army National Guard and the U. S. Army Reserve. In addition, several thousand reservists occupy civilian posts abroad and partici-

pate in the Army training program with the assistance of active Army personnel.

Like the active forces, the reserve components are in the process of a sweeping reorganization to meet the modern requirement for a mobile, nuclear-age fighting force.

The importance which the Army attaches to its reserve program is demonstrated in many ways. The Assistant Chief of Staff for Reserve Components, the Chief of the Na-



tional Guard Bureau and the Chief of Army Reserve and ROTC Affairs all serve at Department of the Army level and are solely concerned with the program, as is the Deputy Commanding General for Reserve Forces at Continental Army Command Headquarters.

Zone of interior Army Commanders have under their command the several U. S. Army Corps (Reserve) whose primary duties are the development and control of the U. S. Army Reserve and ROTC in their respective areas. In each zone of interior Army, the Deputy Commanding General is assigned responsibility for the Reserve program in his area.

National Guard. With a continuous history of service that ante-

dates the American Revolution, the National Guard is the oldest reserve component. Before 1903, however, the Guard—or the “organized militia” as it was also generally known—received very little Federal support or assistance. In 1903 the first steps were taken to detail officers from the active Army to duty with the Guard as “Inspector-Instructors,” and in 1916 the National Guard was designated as a component of the Army of the United States when in the active military service. In 1933 the National Defense Act was amended to create the National Guard of the United States as a reserve component of the Army. Thus Army National Guardsmen have a dual status with respect to their Federal service.

When called to active duty in the service of the United States, members and units are relieved of their state status, and become in fact members and units of the Army of the United States. Such a condition existed in World War II and in the Korean War.

After World War II, the Army National Guard started the task of rebuilding its units and by December 1949 had 4,751 Federally recognized units with a total strength of 353,455 men. One-third of the Army National Guard, including eight divisions, was mobilized as a result of the Korean War.

Again, at the end of that emergency, a rapid rebuilding program was necessary. Success of the program is indicated by the fact that by March 1957 the strength of the Army National Guard reached 434,372—highest level in its history.

In an effort to avoid difficulties which have occurred in past mobil-

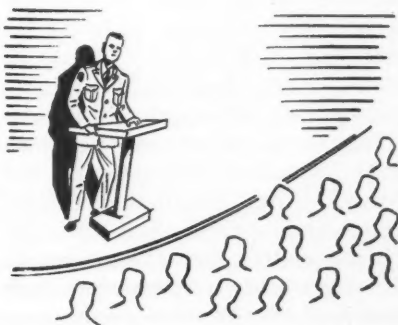
“One cannot overemphasize the need for a trained Reserve. We must at all times recognize that the tools of war, however vital a role they may play in any conflict, are useless without men who are trained to use them.”

**Secretary of the Army
Wilber M. Brucker**

izations, all Army National Guard units are organized under the same Tables of Organization and Equipment, and pursue the same training programs as the active Army.

Army Reserve. A comparative newcomer on the national defense scene is the Army Reserve, as it is known today. In one form or another it has been operative since early in the century, but it was not until 1912 that Congress established the Reserve. At that time two classes of reservists were established: enlisted men of the active Army who were furloughed to the Reserve after a certain period of active duty, and enlisted men discharged honorably who volunteered to enlist in the Reserve.

The National Defense Act of 1916 established an Officers Reserve Corps (ORC) and an Enlist-



Reserve Component Duty

ed Reserve Corps (ERC). The announced purpose was to provide a reserve of officers for military service when needed, and to make available on M-Day a larger number of enlisted specialists than was required by the peacetime Army.

Upon United States entry into World War I in 1917, all reservists were transferred to the active Army. The National Defense Act of 1920 created the Organized Reserve Corps, which included the ORC and the ERC. There were no major changes in this structure until the reorganization that followed World War II. In July 1952 the Army Reserve came into existence as we know it today. Like the Army National Guard, it has the same general troop units as the active Army.

Under the present reorganization plans, some 4,300 USAR units with a drill-pay strength of approximately 300,000 will constitute the Army Reserve structure. Some 700,000 other Ready Reservists will be assigned to Control Groups, available for rapid mobilization as replacements to reinforce and round-out the active Army, Army National Guard, Army Reserve and to organize Army of the United States units in case of an emergency.

Approximately 7,310 individual members of the Army Ready Reserve are currently assigned as mobilization designees. In case of mobilization, these highly trained, pre-selected individuals will fill specified key augmentation positions in Headquarters, Department of the Army, within continental United States, and oversea commands. Mobilization designees take two weeks of active duty for training each year in their respective assignments,

participate in approved training assemblies or attend USAR schools.

In addition to the unit training in the Army Reserve, individual members may attend USAR schools, which are operated in many areas. Members of the Army National Guard and Army Reserve may further their military training by



taking various service school correspondence courses, nearly all of which now parallel the resident courses at these schools. Quotas also exist for members of the reserve to attend the resident courses at service schools if time permits and their assignment potential warrants such training.

Reserve Officers Training Corps.

Although not actually a component of the Army like the Army National Guard and the Army Reserve, the Reserve Officers Training Corps has long performed a vital mission for the Army. Now organized in 234 colleges or universities and 155 secondary schools, the ROTC furnishes about one-half of all of the junior officers commissioned in the Regular Army, besides providing an increasing share of the officer strength of the Army National Guard and the Army Reserve.

For the past several years approximately 13,000 officers annually have received their gold bars on completion of ROTC training.

Those graduates not required by the active Army serve on active duty for training for six months. Many cadets designated as Distinguished Military Graduates have accepted commissions in the Regular Army.

Importance of Reserve Components

THE role of the reserve in the Nation's defense was clearly defined by President Eisenhower when he said: "We must remember that the active military forces are only the cutting edge of our Nation's full strength. A vigorous economy, a strong mobilization base and trained citizens are the invincible elements in our military striking power."

In his special message to Congress in January 1955, the President also emphasized the importance of a trained and ready reserve force able to mobilize rapidly and reinforce the Active Army. The Secretary of

Defense and the Chief of Staff of the Army have many times stressed the fact that the safety of the Nation and the reinforcement of our allies depend upon a well-trained and equipped Ready Reserve.

The active Army officer, then, who is assigned to duty with a reserve component is making a vital contribution to the building of our strength when he devotes his full time, his best efforts and all of his energy to training, equipping, recruiting and motivating a strong reserve.

Principal Activities

THE officer beginning his first assignment with a reserve component may feel that he is far from "home" in that most of his contacts and work are with civilians. Actually he will soon discover that in many respects reserve component and active Army duty are more alike than they are different.

RESERVE strength has been the key to this Nation's victories from the era of the American Revolution to the Korean War. With the establishment of colonial governments, the separate Militia units were organized in each colony and several of today's Army National Guard units trace their lineage directly to those first colonial outfits. Although the Colonial Militia proved its mettle on many occasions, it also demonstrated that there was no substitute, then as now, for military knowledge and experience. General Washington was forced to plead for "trained bands" of Militia.

In every war since then Americans have had to relearn that without prior preparation and organized training the price of victory is unnecessarily high. From Bunker Hill to Pork Chop Hill the casualties suffered by American forces number 963,096 dead and 1,276,520 wounded. The names of the many battles between these two historic hills are the names of victories, but the names of the dead are the names of fathers, sons, husbands and brothers. There is no question of the necessity for fighting these battles; there is a very real question whether the cost in lives needed to be so high.

In none of the Nation's eight wars of the past have we begun with enough fighting men adequately prepared. Active Army personnel assigned to duty with the reserve components are responsible for seeing that, in any future conflict, these men are prepared. No more challenging and critical responsibility faces an Army officer throughout his career.



From ROTC comes about half of Regular Army's junior officers, plus many others to strengthen reserve forces.

Training. Proper training of the reserve components is the heart of the active duty officer's mission. If he needs any special motive for giving his best, he can remind himself that the men he trains in the Army National Guard armories and Reserve centers might be the same men he may some day lead in battle.

Facilities for the reserve components, like those for the active Army, vary in type, design, age, efficiency and use. Some date back more than one hundred years, but at least two thousand new ones of the most modern design are in the construction or planning stages.

The Army National Guard has many old armories, along with many fine new buildings. The Army Reserve is housed in everything from leased centers to buildings on permanent Army posts, as well as in modern new centers that are resulting from its intensive building program. ROTC units are housed in schools where they are located. In a few cases, facilities are used jointly by several of the services.

An effort is being made, especially in the Army Reserve, to locate new training centers close to residential areas of the participating

personnel. School-type buildings of attractive design are being constructed. Units are encouraged to make buildings available for community activities which do not conflict with their training mission. This helps to establish the units as familiar and highly desirable institutions in their communities.

A new Armory or Reserve Center is a great public relations asset. Properly equipped, it gives citizens of the community an impressive picture of purposeful military activity. The building is a natural location for displays of pictures, flags, and relics which demonstrate to unit members and visitors the past and present importance of the reserve components.

Administration. The proper use, maintenance and storage of unit equipment often presents special problems for Reserve personnel, whose active duty for training time is limited to a minimum of two hours a week.

Recognizing that administrative details in reserve units should be kept to a minimum, the Army has budgeted for and is providing unit civilian storekeepers to perform functions which cannot be com-

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pleted by assigned USAR unit personnel within the scheduled training period. These civilian technicians are responsible for inspection and maintenance of equipment assigned to the unit. They perform administrative and supply duties under general supervision of the USAR unit commander. They are selected from the ranks of the units involved, so that in case of mobilization their experience would not be lost to the unit.

Public Relations, as in the active Army, is essential to success in the mission of building an effective reserve. There is no such thing as "no public relations." They are either good or bad. They will be good only if the active Army personnel understand the community, the mission, and the reserve personnel with whom they are working.

Public relations is not mere publicity-seeking. It consists rather of publicity-earning — the beneficial publicity that results from worthwhile accomplishments.

Newspapers, radio, television, house-organs, and school papers can help the reserve program. To do so, they must be provided with timely, accurate information, and be convinced that this information

is of interest and importance to the people they serve.

Reserve component duty generally involves frequent appearances before service clubs, community meetings, Parent-Teacher Associations and comparable community groups. A clear and energetically presented explanation of the needs and aims of the reserve component program is essential in a successful public relations program.

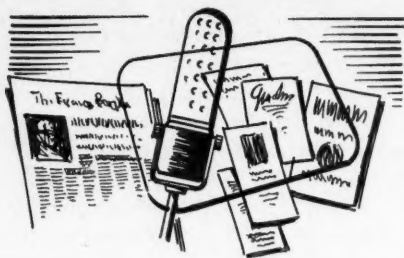
The Army provides many tools to assist in this program. The Army National Guard, Army Reserve and ROTC have excellent brochures, pamphlets, circulars, newspaper advertisements, placards, showcards, posters, and other materials relating to their respective programs. Early familiarity with these tools and their proper use will pay dividends to the officer newly assigned to reserve component duty.

Recruiting. No unit is truly "ready" until it is at full authorized strength. In the Army National Guard and the Army Reserve, recruiting is a continuing and vital requirement.

Successful recruiting is a matter of knocking on doors, of follow-ups, of searching for prospects, and

ROTC cadets completing flight training go on to become light plane pilots in the important Army Aviation program.





of continually telling the reserve story. It is often a matter of convincing parents, as well as prospective members, of the advantages of service.

The Army officer fully realizes the need for military strength, and one of his duties is to transmit that belief, through explanation and inspiration, to the young Americans affected by the reserve program.

While recruiting is the responsibility of the unit commander, the unit advisor is often directly involved and must be thoroughly familiar with the program.

Mobilization Training. Members of the reserve components can train and prepare themselves for possible mobilization in at least a dozen different ways, or combinations of ways. Vastly increased strengths must be trained and administered. New training facilities must be equipped and properly provisioned.

Special tours of training for Nuclear Warfare, Guided Missile, Marksmanship, and Command Post Exercises are being provided. These training jobs are performed exclusively by active Army personnel. But this is only part of the job that lies ahead.

During Fiscal Year 1960, thousands of young men between the ages of 17 and 26 years will report

to the active Army for six months active duty for training. An estimated 5,000 commissioned ROTC graduates will enter upon six months of active duty for training. All this is an addition to the thousands of ROTC students who must be trained at their educational institutions, the Army National Guardsmen who will train at armories and on annual active duty, and the added thousands of Army Reservists who will train in Reserve Centers and at summer camps.

Reserve Categories

THE reserve components include three categories—the Ready Reserve, the Standby Reserve, and the Retired Reserve.

The active Army officer will have the greatest contact with the Ready Reserve, since it includes all TOE



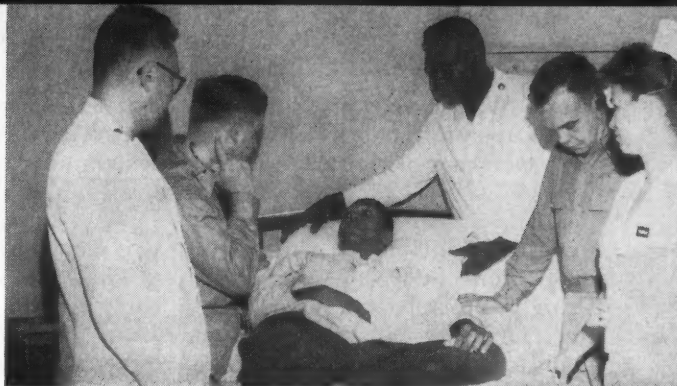
units, the staff and faculty and students of USAR schools, Table of Distribution units, mobilization designees, and individual replacements in Control Groups.

The Standby Reserve consists of personnel who have been transferred from the Ready Reserve for various reasons. The Standby Reserve can be recalled to active duty only upon declaration of a national emergency by Congress and after all of the Ready Reserve have been utilized.

The military activities of reservists are credited in the form of

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During their annual training period, members of a Philadelphia reserve unit operate Camp Breckinridge post hospital.



"points." Accrual of the required number of points determines the individual's retention in an active status and the degree of his eligibility for retirement pay upon reaching age 60, as provided by law.

Army Reserve officers not on active duty are rated on an "Evaluation Report" rather than an "Efficiency Report." As in the case of active duty personnel, the individual is rated by the officer next higher in the chain of command.

All Ready Reservists in pay status are authorized a specified number of "pay status" meetings, each of which entitles them to one day's pay for their grade. Personnel in most units may draw 48 days per year, plus the pay for 15 days active duty for training. A major who attends 48 drills and attends 15 days of summer camp, for example, will earn more than \$1200 annually by his reserve training.

Personnel Standards

THE Army National Guard and Army Reserve include an ever increasing number of young men who have had six months active duty for training, men with two or more years of active duty, and a number of World War II and Korean veterans. Emphasis is on unit training.

Personnel policies and standards

are almost without exception those of the active Army. Individuals are readily interchangeable between units when this becomes necessary because of a change in residence.

Physical, educational and other qualifications for officers and enlisted men parallel the active Army. Requirements for promotion, while covered in separate regulations, are generally similar. Equipment, supplies, and arms are as closely identical as possible with those of the active Army.

Reserve Forces Act of 1955

IN THE performance of their daily tasks, enlisted personnel of the active Army, as well as officers, need a clear understanding of the Reserve Forces Act of 1955. One of the most important and far-reaching laws in the Nation's history, this legislation is not generally understood, although it influences the lives of practically every American. It is the authority for our six-month training program, and for the transfer of active duty personnel to reserve status upon completion of their active duty tours.

The Korean War furnished a vivid example of what can result when reserve needs are inadequately met. Several hundred thousand

World War II veterans had to be called upon a second time, because the emergency permitted no time for training the more than a million and a half non-veterans who were also available for service. In other words, the largest and potentially most effective age-group in the Nation could not be drawn upon to meet the emergency. The smaller, older but trained group had to do the job.

Legislative action was clearly the solution to the inequities and military unsoundness of the old system. Civilian and military sources combined to study all aspects of the problem as far back as 1953. In 1955 Congress enacted the Reserve Forces Act. It has three principal objectives:

- To establish and maintain adequate effective Reserve Forces;
- To provide maximum equity of obligation for all qualified young men;
- To insure minimum impact on essential civilian activities.

ONE of the most important features of the Act is that—with certain exceptions—every American who acquires a reserve military obligation is required by law to participate in training with an active Reserve unit.*

Considerable leeway is given the young man in planning and arranging his personal career by the sev-

eral enlistment programs open to him. Active duty personnel with remaining reserve obligations are thoroughly oriented about that obligation on completion of their active duty tours.

This obligation is divided into three distinct phases: Active Duty, Ready Reserve, and Standby Reserve. Normally, with the exception of six-month trainees, they serve two years on active duty, and are then transferred to Ready Reserve units near their homes. After two years of satisfactory Ready Reserve unit service, they may be transferred to the Standby Reserve.

Opportunity for Service

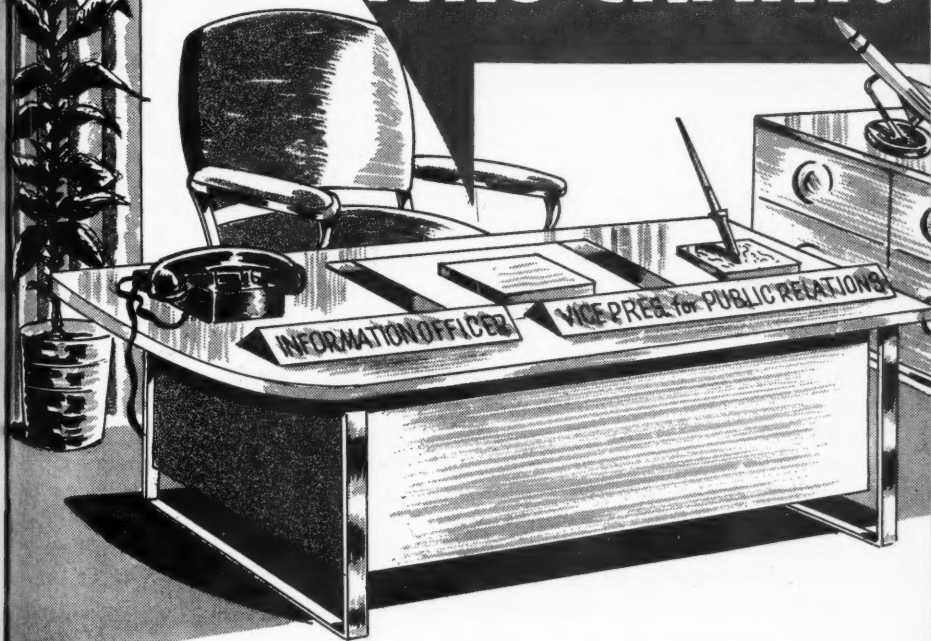
THE task of the officer on reserve component duty is a vital job of citizenship, of responsible membership in American society. Like his assignments in the active Army, it is not a easy one. Things will go wrong; problems will plague him; his duty will often conflict with family plans. The rewards are also the same, whether in the active Army or with the reserves—deep personal satisfaction in an important job well done.

Among the specific benefits of a reserve component tour are the opportunities for new and broadening experiences and friendships, along with a better grasp of the complexities of his own profession. As is the case with all duties, a fine performance on a reserve component assignment is a good indication of fitness for positions of greater authority and responsibility. The officer who can give such a performance will probably discover that in the process of becoming a better soldier he has also become a better citizen.

*Exceptions are "Critical Skill" enlistees under Section 262 (b) of the Reserve Forces Act. Also, under current policy, Regular Army enlistees who serve on active duty for a period of four or five years are not required to participate in training with an active Reserve unit. Other exceptions may be made for compassionate reasons or because of the individual's geographical location.

**Information Officer Career—
Opportunity and Challenge—**

CAN YOU FILL THIS CHAIR?



Major General William W. Quinn

THE Information Officer of a division-level or high command can find his opposite number on most corporate organization charts. His duties are strikingly similar to those of a vice president in charge of public relations. As the commander's advisor and staff assistant in an important field, he has a clearly defined mission: Promoting better understanding and support

of Army and command objectives on the part of the public—both "internal" and "external."

In times of emergency or war, the Information Officer's responsibilities are especially critical. His daily activities have a direct and continuing impact upon the morale and determination of troops, and upon the confidence and esprit of the public at home. His functions

Can You Fill This Chair?

are an integral part of modern military operation. He is an indispensable member of the modern fighting team. His is a comparatively new position on the military staff, but all questions as to the importance of his role have long ago been answered in the emphatic affirmatives of war and peace.

For many more years than is often supposed, the Army has recognized the necessity for placing top-quality people in charge of its information activities. It is worth recalling, for example, that General Douglas A. MacArthur headed the old War Department Bureau of Public Relations shortly before he became Chief of Staff; that General J. Lawton Collins went from Chief of Information to Chief of Staff; that more recently two Chiefs of Information went on to command armies.

But it is not only the top information spot that requires men of the highest caliber. At every command level, and regardless of the allotted grades, the information activity is a challenge for the very best officers available. Probably in no other activity is there greater need for truly well-rounded officers,

whose knowledge of the Army far transcends the functions and techniques of their particular arm or service; who can express that knowledge in layman's language; who comprehend the Army's place in the national scene; who can represent the Army and their commander in day-to-day relations with the various information media and segments of the public.

OFFICERS with these abilities don't just happen; they must be developed by specific training and practical experience. Above all, the more promising ones must be assured that this training and experience constitutes a genuine career opportunity equal or superior to most other career patterns in terms of professional advancement.

The Information Officer program is aimed precisely at these needs. It enables an active Army officer to specialize in information assignments, on a recurring or continuing basis. It assures him that such specialization will be to his professional advantage. It offers these educational opportunities:

- Attendance at the Army Information School, Fort Slocum, N. Y.



MAJOR GENERAL WILLIAM W. QUINN, Army Chief of Information, is a 1933 graduate of U. S. Military Academy with extensive background in military intelligence. Besides serving as Seventh Army G-2 during the 1944 Anvil landings in Southern France, he was instrumental in alerting that army to the German Northwind attack during the Battle of the Bulge in World War II. He was G-2 for the Inchon landing in Korea, later commanding the 17th Infantry Regiment ("The Buffaloes") where he gained the sobriquet "Buffalo Bill." Prior to his present assignment, he was Deputy Assistant Chief of Staff for Intelligence, Department of the Army.

● Full-time study at a leading university for a graduate degree in journalism, public relations, international relations, motion picture production, radio-TV production, or speech. (Two of these graduate study opportunities are open to officers in the grade of Colonel—an important exception to the "Lieutenant Colonel or below" rule governing the civil schooling program.)

● A chance to attend the 8-week, graduate level, Army Advanced Public Relations summer course at the University of Wisconsin.

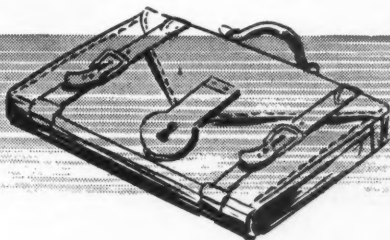
INCIDENTALLY, the information officer of broad experience is particularly fortunate in that his specialty has a direct counterpart in civilian life. Not only does his daily activity bring him into continuing contact with influential members of the professions closely related to his specialty, but upon retirement he finds that his Army skills are readily usable in the business world. In the information field especially Army duties regularly provide experience and associations of enduring value in a post-retirement career.

During the next two years, retirement will deprive the Army of more than 100 of its most experienced senior information officers, representing about one-sixth of its

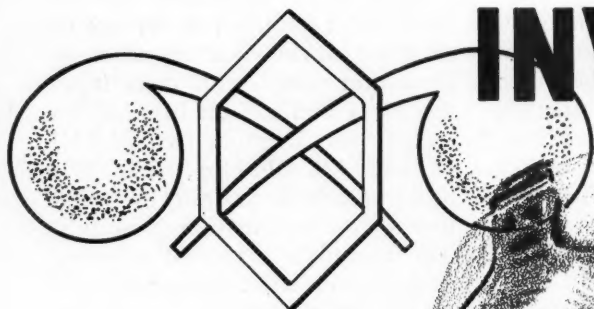
full-time military and civilian information positions. This unusually high attrition is a serious loss to the Army—and a great opportunity for officers of all grades.

Every active Army officer who believes he is qualified to fill one of these vacant chairs, or any other information assignment, owes it to the Army and himself to read two recent Army Regulations (AR 621-14 and AR 614-140). The first outlines school training requirements for information positions. The second is a revised directive covering one-time, repetitive, and continuing assignments in the information field.

This new and broadened effort to get top-quality officers into the Army Information field indicates the high priority this function is now accorded. More than ever it is realized now that the understanding and support of the American people is the very first ingredient of Army effectiveness. The role of information officers in achieving such understanding and support is a most critical one. That is why the Army must continue to have adequate numbers of officers with broad command and staff experience who are interested in devoting part or all of their remaining active duty years to this vital Army function.



As research and development agency for all U. S. Armed Forces in the Chemical and Biological Warfare field, Army Chemical Corps creates



INVISIBLE



Major General Marshall Stubbs

WEAPONS FOR THE CBW ARSENAL

THE purpose of this article is to discuss the nature of Chemical and Biological Warfare, to tell what the Army Chemical Corps has done and is doing to meet the possibility that it might be used against us in any future war, and finally to list some of our major objectives still to be achieved.

There is ample evidence of the interest in other parts of the world in the capabilities and potentialities of CBW. We know that intensive research and development is being conducted, and plants for production of chemical agents in quantity are in existence.

While we hear protestations of abhorrence of CBW warfare and much talk of international agreements to outlaw CBW weapons,

the fact is that there have been many open statements by potential aggressors that a future war would include the use of chemical and biological weapons.

It seems likely to me that if this country is ever involved in a war we must certainly prepare for the very real possibility that the CBW weapons systems will be used against us and that an aggressor would take the initiative if it were to his advantage to do so.

Our national aim is peace—just and lasting peace with honor. We seek such a peace assiduously. We hope to banish war forever from the face of the earth. But until we have trustworthy guarantees of peace, we have no choice but to be prepared.

Invisible Weapons

We can meet a CBW threat only by building our own CBW capability strong enough to deter aggression, if possible—or to defeat it if it comes. As a necessary part of this capability, we must build our defense strong to neutralize any attack. We must make it unmistakably clear—to our friends and allies as well as to our potential enemies—that all our efforts in CBW preparedness are directed only at defending America and the rest of the Free World.

The Office of Civil and Defense Mobilization has responsibility for civilian chemical and biological preparedness. The U. S. Army Chemical Corps is, in effect, the military CBW preparedness agency of the entire Department of Defense—Army, Navy, Air Force and Marine Corps.

In our Chemical Corps task of helping our defense forces prepare to deter or defeat CBW aggression, we are making good progress in defense measures, and in both CBW agents and the means to deliver them on target—but we have to do better, much better.

WE HAVE in being or under development a variety of agents which can produce a broad spectrum of

"Chemical and biological weapons are not in competition with nuclear bombs. One achieves one type of effect and the other achieves another type. But the two can be complementary. Used in conjunction with nuclear attack, the CW and BW weapons could multiply the effect. For example, biological agents could be used in advance of an attack to soften up defenses. Delivered along with nuclear bombs the biological agents could greatly extend the total damage."

*Major General Marshall Stubbs
before the Washington Chapter,
American Ordnance Association,
Washington, D. C., 21 May 1959.*

desired effects ranging from highly lethal to mildly incapacitating.

A number of interesting compounds exist in the laboratory. One incapacitating agent may produce a deep "sleep" for hours. Another psychochemical agent, LSD 25, a derivative of lysergic acid, can produce the effects observed in the now-celebrated film of our cat-and-mouse experiment. After receiving a small dosage, the cat retreated in apparent terror of the mouse. Experiments on man have demonstrated that LSD 25 can produce



MAJOR GENERAL MARSHALL STUBBS
Chief Chemical Officer
Department of the Army

confusion and inability to carry out orders. Consider the possibilities of this type of material used against command posts or tactical operations centers. Consider also that specific CBW agents may be selected to cause either persistent or non-persistent effects.

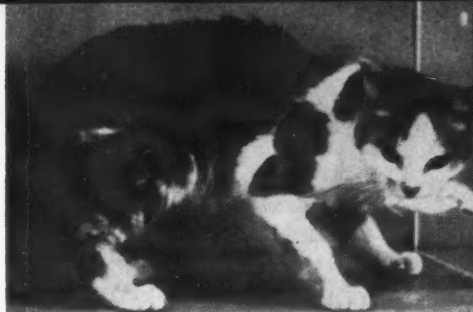
Tactical Use

MEANS of delivering chemical and biological agents on target can be either covert or overt. They range from hand grenades through mobile aerosol generators, to dissemination by submarines, ships, aircraft and rockets. Areas of coverage are also flexible, ranging from a few square feet to thousands of square miles.

In addition to flexibility in firepower, delivery means and effective time, CBW weapons offer equally important advantages in attaining surprise, shock, maneuver, massing of effort, exploitation of breakthroughs, economy of means and other principles of war.

Chemical and biological agents can be used to seek out the enemy whether widely dispersed or concentrated. They can be used in some situations to cause an enemy to mass or disperse, or to channel his movements.

Like the air itself, CBW agents can blanket the combat area even under the high dispersal conditions



New psychochemical agents are capable of producing unusual effects as observed in laboratory tests on a normal cat.



Ordinarily aggressive in pursuing a mouse, same cat shows apparent terror following small dose of LSD 25.

of future war. They can penetrate concealment or cover, including "hardened" underground fortifications or installations. They can thus reach troops who are dug in or otherwise protected from high explosives or from the shock, thermal and radiation effects of nuclear weapons.

"If there should be another war we may be confronted with attack by chemical and biological methods as well as those of the nuclear variety. The same vehicles that can deliver nuclear weapons—submarines, planes and missiles—can also deliver chemical and biological weapons. An enemy that could deliver a nuclear bomb on a city could also cover the same city with a cloud of chemical and/or biological agents."

Major General Marshall Stubbs before Washington Chapter, American Ordnance Association, Washington, D. C., 21 May 1959.

Invisible Weapons

Strategic Implications

CBW MUNITIONS are not blind weapons of mass destruction. They can be used directly against troops without destroying military or industrial facilities.

They are effective in ground, sea or air operations, in joint operations, or in combined operations on any scale. They can be used alone, or in conjunction with conventional high explosive weapons, or with nuclear weapons, or in combinations of these weapons systems.

In addition to the advantages they offer in tactics and strategy, CBW munitions require only a small fraction of the gross national product and the wartime logistical effort.

All these possibilities deserve the most thorough consideration and exploitation by Armed Forces planners at every level, so that if a CBW attack is hurled against this Nation we may be fully and instantly ready to meet it.

"It is entirely possible that chemical warfare may never again be employed, just as nuclear warfare may never again be employed. However, this is only a supposition and we cannot risk our future on a supposition.

"We know that other countries are fully aware of the vast potentialities of chemical and biological warfare. We can be sure that their laboratories are exploring every possibility which will lead to more powerful and toxic agents, and antidotes for existing ones. We, too, must engage in such a search with all resources available to us."

Major General Marshall Stubbs
before chemical corporation representatives,
Washington, D. C., 3 November 1958.

Defense Measures

UNITED STATES plans must take into account the virtual certainty that CBW employment has a part in the war planning of other nations. We must also assume that there are world powers who can

For nerve gas casualty care—

MULTIPLE RESUSCITATOR DEVELOPED BY CHEMICAL CORPS



A BATTLEFIELD resuscitator which may allow one Army aidman to supervise mechanical artificial respiration for as many as a dozen nerve gas casualties has been designed in a joint project of the Army Medical Service and the Army Chemical Corps.

Designed specifically for treatment of nerve gas casualties, the new "Edgewood Resuscitator" may also prove valuable in peacetime for short-term treat-

match or exceed any technical advance or breakthrough we achieve. Therefore, as soon as we develop new or better CBW weapons systems, we must immediately develop defenses against them because other countries have probably achieved similar advances.

Our principal aim in CBW defense is to give the individual fighting man maximum protection with minimum interference in carrying out his mission.

An example of outstanding accomplishment in this area is the new Chemical Corps-developed canisterless mask which recently has been standardized. It protects against inhalation of all known agents. It offers marked improvement in wearability, ease of breathing and voice transmission.

However, some CBW agents do not have to be inhaled to be effective. Some are effective upon contact with the skin, and can penetrate ordinary clothing.

In conjunction with the Army Quartermaster Corps, we are work-



Latest accomplishment in providing protection to individual soldier is Chemical Corps-developed canisterless mask, now standard.

ing to develop CBW-proof clothing which will automatically indicate the presence of CBW agents and automatically decontaminate itself.

ment of persons whose breathing is impaired from other causes.

Using the device, a number of individual resuscitators can be operated simultaneously from the same source of compressed air. It rhythmically delivers a set volume of air into the lungs of the victim, despite the resistance offered by the lungs. This feature particularly adapts it to treatment of nerve gas casualties.

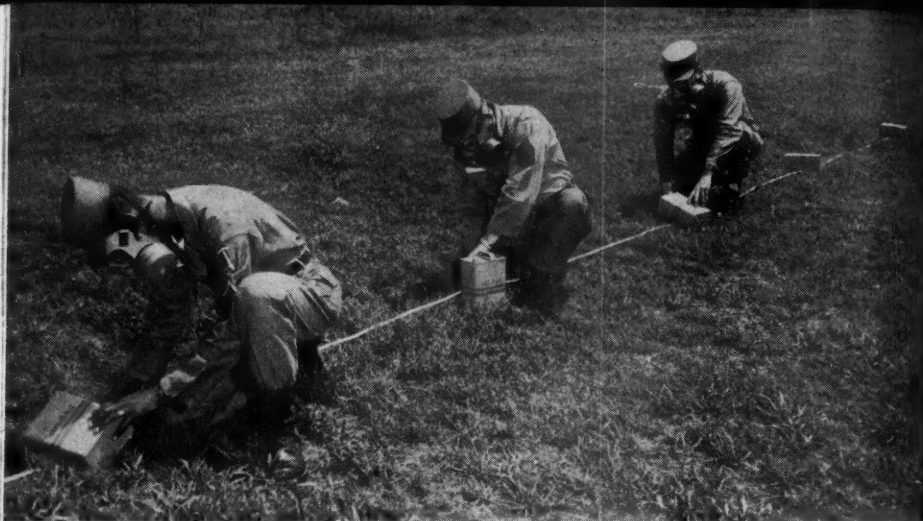
Bronchial tubes of nerve gas casualties are usually tightly constricted, and considerable pressure is required to force in the life-giving air. As treatment gradually lessens the resistance,

the Edgewood Resuscitator automatically adjusts the force behind the air. Conventional resuscitators, on the other hand, do not generate sufficient initial pressure.

Designers of the apparatus are Capt. Robert F. Husted, Army Medical Service, and Dr. John Clements, of the Army Chemical Center, Maryland.

According to the designers, the Edgewood Resuscitator could be used by trained civilian rescue squads in reviving victims of drowning, electric shock, smoke poisoning.

The resuscitator is currently undergoing further refinement.



New canisterless masks are used to protect members of U. S. Army Infantry Center Chemical Section as they hook up a chemical land mine field during recent tests.

Also being explored is the possibility of providing disposable paper garments which could greatly reduce the logistical problem of sup-

plying and maintaining protective clothing in the field.

In cooperation with the Army Surgeon General and other govern-

"In our biological research there have been a number of developments which, while conducted for military purposes, have widespread applications for the general benefit of mankind. One of these was the development of an improved method of sterilization of rooms, or even entire buildings, with betapropiolactone which can be used where other types of gaseous sterilants would have undesirable side-effects.

"Experimental studies at Fort Detrick have indicated the possibility of the sterilization of sewage or waste by irradiation. It was concluded that a nuclear reactor might be used to sterilize sewage for as little as one-quarter of a cent per gallon, while at the same time it could be used as a source of heat or electrical energy. . . .

"Experiments have also been conducted to determine the value of ozone as a sterilizing agent for sewage and waste with promising results.

"It has also been determined at Fort Detrick that preparation of a combined toxoid to immunize against the five known types of botulinum toxin is now possible. Laboratory animals have been successfully immunized with the preparation and indications are that this toxoid will be successful in humans. This is the first time that a purified toxoid capable of simultaneously immunizing against all five known types of botulinum poisoning has been developed."

Major General Marshall Stubbs before the New York Chapter, Armed Forces Chemical Association, New York City, 2 December 1958.

"The public must understand that a potential enemy would consider chemical and biological agents ideal for offensive use. They are ideal in that, first, they are search weapons. They will seek out and reduce troops over a widely dispersed area, going deep into emplacements that standard munitions would not reach. Second, they are capable of achieving their mission without the destruction of property. An invader would want left intact the industries, buildings and equipment for his own occupational use. And last, chemical and biological weapons could be used to soften up an enemy prior to an all-out nuclear attack. Our nation must be awakened to this threat. People must be taught how to identify a CBR attack quickly and how to protect themselves."

Major General Marshall Stubbs before Wilmington Chapter, Armed Forces Chemical Association, Wilmington, Delaware, 14 April 1959.

ment organizations, the Chemical Corps is developing improved methods of preventing and treating chemical and biological casualties.

We also are conducting an active program in radiological defense to obtain data needed for operational protection and for new doctrine, tactics and equipment.

Recently the Corps established a

31½-day CBW Weapons Course at Dugway Proving Ground near Salt Lake City, comparable in its field to the Sandia course in atomics. Its purpose is to provide essential CBW information to senior military and civilian personnel in various national security agencies. During Fiscal Year 1960, 22 courses will be held at Dugway. Qualified

Fiery devastation that can be projected in a matter of seconds is demonstrated during field tests by soldier using a flame thrower filled with deadly charge of napalm.





Dense stifling smoke such as this demonstrated at the U. S. Army Infantry School is designed to provide troop concealment.

persons are invited to apply.

The recent 14th Tripartite (United States-United Kingdom-Canada) Conference on Toxicological Warfare, held at Army Chemical Center in September, again concerned itself with strengthening our mutual CBW preparedness.

IN spite of these and many other advances, much remains to be done. Where CBW preparedness is concerned, we cannot afford to do too little too late.

One important aspect of preparedness is that commanders be prepared and able to minimize the casualties and effects that would occur among our own forces should these materials be used against us.

Another important objective is to gain public support and understanding of the reasons why—if CBW attack is hurled against us in spite of our best efforts at deterrence—we must have in being a sufficient chemical and biological capability to defeat the aggressor.



SAFEGUARD AGAINST MISSILE FUEL FUMES

A new type Breathing Apparatus (M-15) for soldiers who must work in the hazardous fumes of missile fuels and oxidizers is now being distributed by the Army Chemical Corps. Resembling the air supply device used by skin divers, the unit supplies air to missilemen from two small compressed air cylinders worn on their backs. These cylinders furnish enough air for about half an hour, after which they can be easily recharged from air compressors used at missile sites.

Now being manufactured under a Chemical Corps contract by Fluid Power, Inc. of Macedonia, Ohio, the device will be used at Nike sites nation-wide, as well as by research and test crews.

RECOILLESS 90MM MEDIUM ASSAULT WEAPON

**packs close-range punch of medium tank gun
against enemy armor and fortifications**



CAPABLE of destroying "the heaviest tanks known," development of a shoulder-fired 90mm recoilless rifle was announced recently by Lieutenant General Arthur G. Trudeau, Army Chief of Research and Development. Known as the Medium Assault Weapon, it weighs 35 pounds, is four feet in length, and is designed to be carried and employed by teams of two Infantrymen, although in emergencies it is possible for one man to carry, load and fire it.

Like the 3.5 inch bazooka of Korean War fame, the new rifle can fire a shaped charge shell that will penetrate the heaviest known armor. It has an effective range of 500 yards, more than twice that of a bazooka. The ammunition round weighs nine pounds, yet less muzzle velocity than a revolver is produced. Elimination of recoil is achieved by exhausting gases from a nozzle at the rear of the weapon.

Design, engineering and overall direction of system development of the new rifle was carried out at Frankford Arsenal, Philadelphia, Pennsylvania. Component development and other work on the rifle was carried out by Midwest Research Institute, Kansas City, Missouri; Arthur D. Little, Inc., Cambridge, Massachusetts; Aberdeen Proving Ground, Maryland; Picatinny Arsenal, Dover, New Jersey; Canadian Armament Research and Development Establishment, Quebec, Canada; the Diamond Ordnance Fuze Laboratory, Bethesda, Maryland; Firestone Tire and Rubber Company, Akron, Ohio.



*Trainers of tomorrow's leaders
are developed at the Third U.S. Army*



NCO

Academy

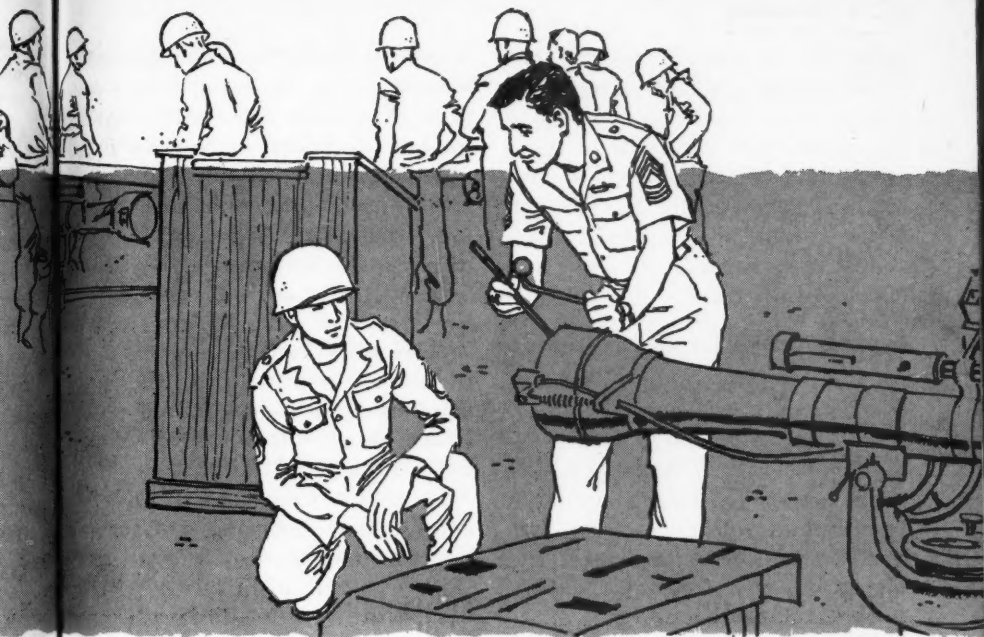
FOREWORD

THE Army's training requirements call for many specialists. But, of all required skills, none is as important as the specialty of leadership.

Every man in the Army possesses certain traits of leadership. Bringing out these traits is the job of a training agency known as the Noncommissioned Officers Academy. It is here that professional competence and professional confidence are developed. It is here that the leaders of tomorrow are born from the soldiers of today.

A handwritten signature in dark ink, appearing to read 'B.C.C.', with a horizontal line underneath.

GENERAL BRUCE C. CLARKE
Commanding General,
U. S. Continental Army Command



Major General Christian H. Clarke, Jr.

NO GREATER peacetime responsibility can devolve upon a military man than that of training the young men of America in the military arts—transforming them from civilians into members of the mighty deterrent force upon which we depend for the preservation of world peace.

Officers and men of the Infantry Training Center at Fort Jackson, South Carolina, have this responsibility and are fulfilling it at a rate of more than 60,000 new soldiers annually.

More than any other factor involved, the caliber of performance by noncommissioned officers of the cadre determines the degree of our success. They are our primary training agency. Accordingly, under instructions from General Bruce

C. Clarke, Commanding General of the U. S. Continental Army Command, we set about to heighten the performance of the noncommissioned officer whose daily duties bring him in contact with trainees. Thus was the Third Army Noncommissioned Officer Academy born at Fort Jackson.

Perfection is the Theme

THE mission of this academy is to train the Army Trainer—to bring out in men who will conduct basic training of troops, those qualities necessary to inspire the best efforts from the high caliber of individuals entering the service today.

We take good noncommissioned officers and make even better ones out of them, particularly as trainers at a Training Center, for it

NCO Academy

takes a top quality noncommissioned officer to fill such a role completely. Our goal is to take these top quality men and graduate them as military instructors whose professional competence is perfect, whose technical knowledge and skill is unmatched in the basic arts of soldiering, whose ability to teach surpasses the trainees' ability to learn, and whose personal appearance and self-discipline are unimpeachable.

The first critical step toward attainment of this goal was selection of the academy's staff. Screening of records and interviews were conducted with the utmost care. All instructors are senior noncommissioned officers themselves, possessing to the greatest possible degree the attributes we want to instill in the students. Each instructor is an outstanding example for the student to emulate.

Twenty-three instructors were finally chosen—several with experience at other noncommissioned officer academies. They and the eight officers assigned to the academy operation worked out the program of instruction.

Length of the course was established at six weeks, and five major areas of instruction were scheduled

to run concurrently. The General Subjects area, covering basic aspects of military life, is allocated a total of 89 hours, more than half of which is practical outdoor work. Excepting drill and physical training which are spread evenly throughout the course, General Subjects topics are concentrated in the first week. Leadership, its responsibilities and techniques, and the adaptation of its principles, are emphasized during the second week. In all, twenty-one hours are devoted to leadership training.

Instructor Training is taught by two methods—formal classroom instruction and graded student practice. The bulk of this work is conducted during the third week but student presentations continue through the fifth week. A total of thirty-nine hours is scheduled for this subject.

Weapons training and tactical counteraction fill the fourth, fifth and sixth weeks. The sixty-one hours allotted to weapons training include actual firing exercises on Fort Jackson Trainfire Ranges.

Counteraction is the name given to problems set up under simulated combat situations. The student is placed in command of a squad and assigned a specific mission. He must



MAJ. GEN. CHRISTIAN H. CLARKE, JR.

**Commanding General
Fort Jackson, South Carolina**

exercise active leadership, reflect self-confidence, and make correct decisions instantaneously if he is to properly solve the problem and accomplish his mission.

In all, the six-week course contains 296 programmed hours, of which 32 are compulsory evening study hall.

SELECTION of students for the first class was also given considerable attention at all levels. The CONARC Commander, in an address at the academy's opening day ceremony, described the project as an experiment—to serve as a pilot model for similar schools in other continental army training centers.

Each nominee appeared before a board of officers at his home station—to ascertain whether he might keep pace and meet the exacting standards of the school. This requirement was not placed on subsequent classes.

The first class of 110 students reported in January 1959—a short four months after preparations had begun. In all, 281 highly qualified trainers graduated in the first three classes, while 93 men failed and were returned to their units.

Extremely high but realistic standards were arbitrarily set and adhered to by the academy staff. An overall average of 75 percent for graded activities is a fixed and inflexible minimum requirement for graduation.

Motivation is the Key

ASSUMING all students are pre-screened for ability to pass the course, the key to actual performance lies in student motivation and, nebulous or intangible though it

PROGRAM OF INSTRUCTION							
WEEK	GENERAL SUBJECTS	LEADERSHIP	METHOD OF INSTRUCTION	WEAPONS	TACTICS	PROCESSES & COMMANDS	TOTAL
1	31	3	2	0	0	8	44
2	19	16	0	4	0	5	44
3	14	2	19	4	0	5	44
4	13	0	10	15	0	6	44
5	12	0	8	6	14	4	44
6	0	0	0	32	0	12	44
TOTAL	89	21	39	61	14	40	264
STUDY HALL (32)							TOTAL 296

MISSION

RAISE THE STANDARDS AND QUALITY OF PERFORMANCE OF NONCOMMISSIONED OFFICERS, WITHOUT REGARD TO MOS OR DUTY ASSIGNMENT, WITH EMPHASIS ON THE BASIC FUNDAMENTAL ROLE.
· LEADER · TRAINER · SUPERVISOR ·

Ranging from the chaplain's role in training recruits to care and firing of weapons, academy instruction encompasses 296 hours.

may be, this matter receives a great deal of attention from the academy staff. Attitudes of incoming students vary from bitterness to complacency. A small percentage arrive determined to advance professionally, but they are counteracted by an equal percentage with completely negative or hostile attitudes.

Initially, motivation of the individual stems from fear—fear of reduction in rank in case of failure. But this is incompatible with the mission of the Third Army Academy, for ours is a positive program aimed at developing noncommissioned officers—not a negative program aimed toward eliminating them.

The academy therefore places an active motivation program in effect from the very first day. Each student is greeted by members of the



Under critical eye of the Tactical Sergeant, student quarters are inspected daily, while at regular intervals . . .

academy staff. Newly arrived personnel are picked up in official sedans and escorted to the school. Processing is centralized, and includes representatives of Finance, the Adjutant General, Quartermaster, and Vehicle Registration. Only 12 minutes are required to process the incoming student.

He finds his quarters in a high state of police, his bunk made up and his student equipment stacked in his area. The attitude of "we want you here" is emphasized, and students are respectfully treated as noncommissioned officers.

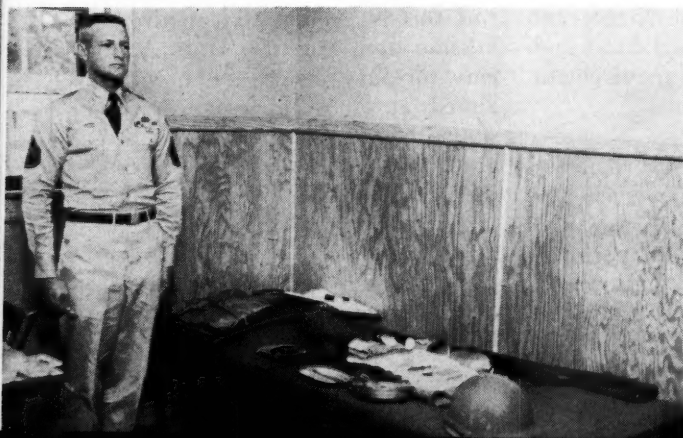
Enhancing NCO Prestige

ONE of the basic purposes of the academy is to raise the prestige of

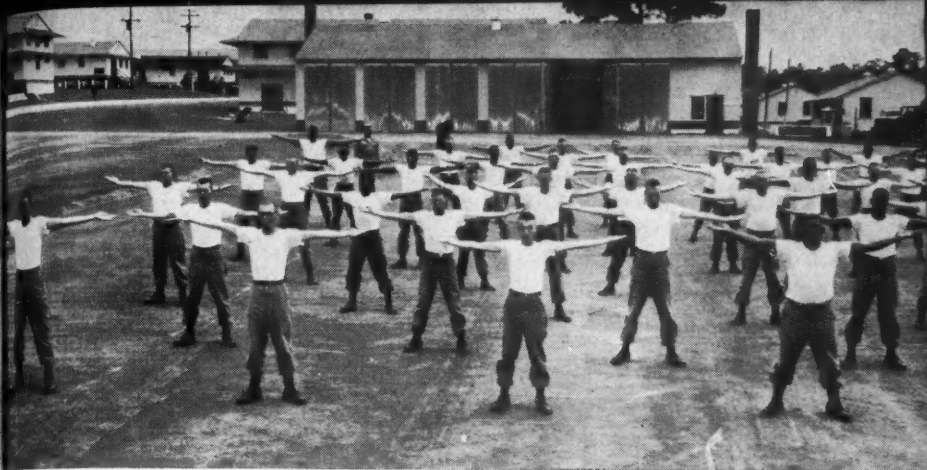
the Noncommissioned Officer Corps, and prestige comes in for considerable attention at Fort Jackson. Menial housekeeping chores are not performed by students at this academy. Never is a faltering student subjected to ridicule or derision. He is always addressed by rank and with respect, and counseled on a basis of equality by members of the academy staff.

By the third and fourth weeks, any remaining motivation problems consist of lack of self-confidence in ability and resultant reluctance to undertake the responsibilities of a trainer. About this time, however, a new phenomenon appears—student body esprit de corps.

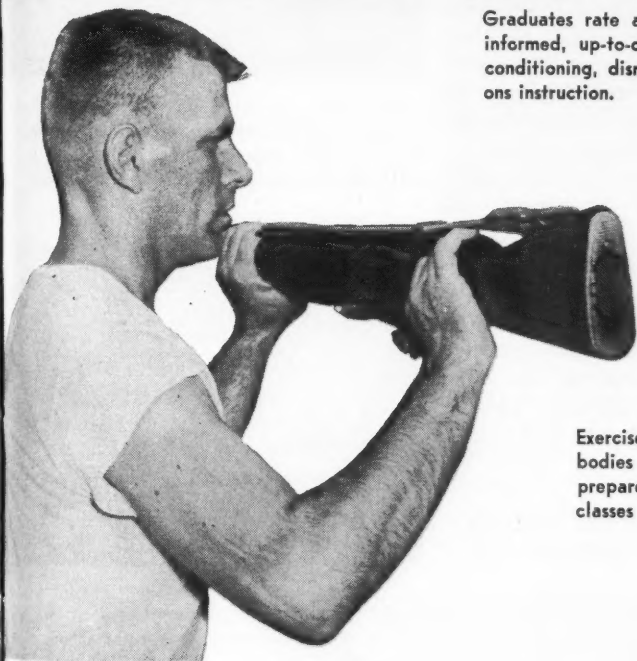
Stronger students begin to help



. . . each student lays out all of his equipment for a full field inspection, to assure continuing high standards.



Graduates rate among the Army's best-informed, up-to-date experts in physical conditioning, dismounted drill and weapons instruction.



Exercises with rifle toughen bodies of students as well as prepare them to lead similar classes of their own.

Students who will conduct same exercise after graduation go through Army physical training drill with rifle.



NCO Academy

their classmates while squad and platoon groups emerge with common goals. A sincere desire to learn and a definite tendency toward the "professional approach" mark the development of this new student attitude.

The students themselves quickly recognize the vital need, within their own ranks, for the training they receive. Some men who previously held troop training responsibilities realize that they did not know the proper movements of dismounted drill—the primary vehicle of troop discipline. Proficiency with basic weapons is sadly lacking in many cases. And a majority of incoming students from local or off-post sources are too out of shape physically to stand the rigors of troop training.

As our awareness of these deficiencies grew, they received more and more attention until, now, current academy graduates are among the Army's best informed and up-to-date experts in physical conditioning, dismounted drill and weapons instruction.

THE true test of the academy's effectiveness is the graduate's per-



Students and faculty find relaxation in modern dayrooms. Below, student counselling is an important phase in program of academy.



Promotion stripes accompany diploma to Sgt. Dalrymple, honor graduate. Lt. Gen. Clark L. Ruffner and Maj. Gen. Christian H. Clarke, Jr., make presentation.

Perfection in drill is emphasized. Tests also measure aggressiveness, confidence, and military knowledge.



formance with troops after graduation. To examine this performance all graduates of the early classes were retained at Fort Jackson on permanent change of station, and were assigned to basic training of recruits.

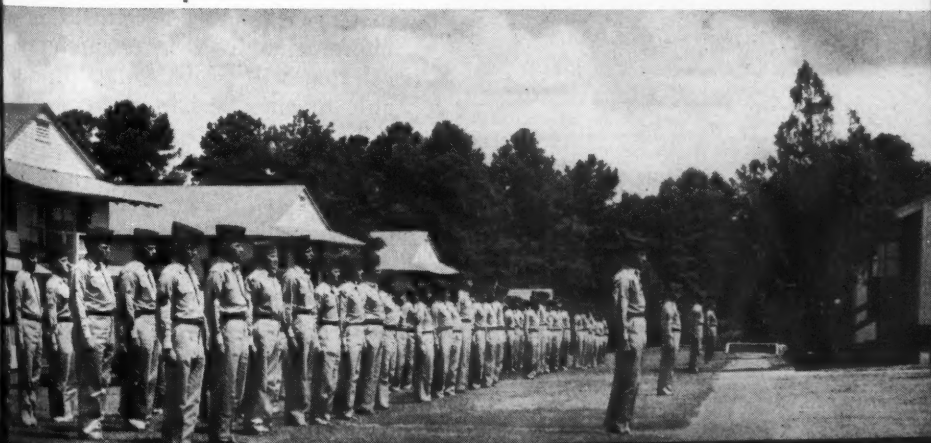
Then, after two months duty following graduation, the noncommissioned officer was rated by his immediate commissioned superior and by his unit commander. These ratings more than justify all our efforts. Commanders are prolific in praise of the academy man—and request more graduates in their replacement stream.

After six months operation—with academy graduates taking



their newly forged skills into Third Army training installations—we view the academy as an unqualified success. It is no longer an experiment, but an agency of proven value to Training Center commanders.

At Saturday morning formal inspections, student body forms in front of their billets. Assignments are rotated regularly to provide maximum leadership training.



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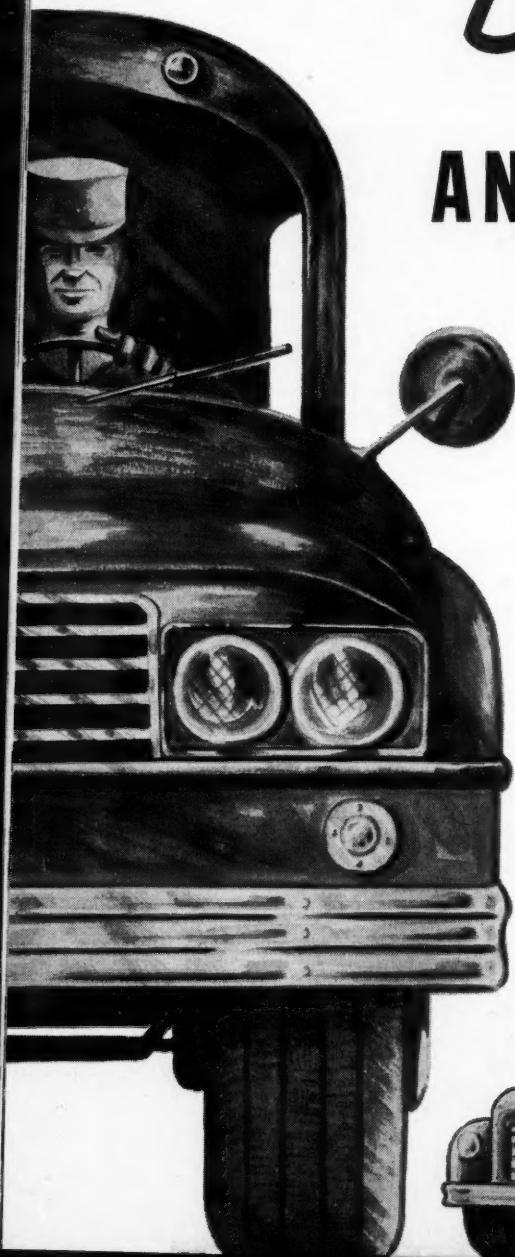
Rolling along a 12-million-mile test track to

Better **AND NATIONAL**

Colonel Albert A. Wilson

SSOME 80 miles southwest of Chicago, amid rustling cornfields near Ottawa, Illinois, 300 soldiers of the U. S. Army Transportation Corps are engaged in a 12,000,000 mile drive to better highways.

On a continuous circuit, 18 hours per day, six days a week, these Transportation Corps troops are driving commercial vehicles in a monumental highway research project that will provide data invaluable to engineers in the construction of highways of the future—



er Highways

IA DEFENSE

highways vitally needed to support national defense.

Designed as a scientific study of pavements subjected to heavy truck traffic, the road test is being sponsored by the American Association of State Highway Officials (AASHO) and administered by the Highway Research Board of the National Academy of Sciences.

THE AASHO road test is not a new idea, although testing on such an elaborate scale has never before been attempted. The first such road test was the Bates Experimental Road, which was conducted in 1921-22 using Army surplus Liberty trucks. This was an all-Illinois venture conducted 12 miles southwest of Springfield, Illinois.

Today's project is being financed

COLONEL ALBERT A. WILSON, *Transportation Corps*, is *Commanding Officer, U. S. Army Road Test Support Activity, Ottawa, Illinois.*

by all of the states and the District of Columbia, Puerto Rico, the Bureau of Public Roads, the Automobile Manufacturers Association, the American Petroleum Institute, and with the cooperation and assistance of the Defense Department.

Department of Defense participation was delegated to the Army Chief of Transportation, who in turn activated the U. S. Army Transportation Corps Road Test Support Activity (AASHO) in March 1958. The Activity was assigned to the Transportation Training Command, Fort Eustis, Virginia, with location at Ottawa, Illinois. Troops of the 10th and 62d Medium Truck Companies were assigned as operating elements and full operations began on 5 November 1958.

Since that time, the soldier-drivers have been rolling on test-tube turnpikes for 18 hours per day, six days per week, covering the same

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Over test loops and four-lane divided highway that stretches to horizon, drivers push vehicles in a controlled pattern.

route every six minutes. They have been clocking approximately 1,000,000 miles every 60 days, driving through rain, sleet, snow and sun, in temperatures ranging from 10° below in February to 96° in July.

There is no on-coming traffic, no cross-traffic, no billboards and no pedestrians—only a constant speed of 30 mph to be maintained.

The five test pavements consist of separated sections of four-lane divided highways, connected with turn-arounds to form elongated loops. One tangent and one turn-around of each loop is paved with cement, the other with asphalt. The four large loops are 3.15 miles in circumference; the small loop is 1.85 miles around.

Sixty test vehicles are used, six to a lane, or twelve trucks on each of the five traffic loops. All six vehicles in any test lane have identical loads, ranging from a gross weight of 4,000 pounds for the

small pick-ups carrying single-axle loads of 2,000 pounds, up to a gross weight of 107,000 pounds for the large tractor-trailer combinations carrying 48,000 pounds tandem axle loads.

PRECISION driving is required, along with skill, stamina and intelligence. Drivers must adhere to a controlled pattern, with single-axle trucks driven in the inside lane of the loops, tandem-axle trucks in the outside lane due to the weight factor involved.

Three operating schedules are in effect so that pavements will be subjected to traffic at all hours of the day and night. Starting times are rotated every two weeks.

The Army drivers operate their trucks through a nine-hour shift before being relieved by a second shift which finishes the 18 hour-per-day schedule. Hot meals are served in crew shelters on each test loop.

INITIALLY, the soldiers were scheduled to drive 50 minutes of each hour followed by a ten-minute break. Experience gained in the first few weeks of operation led to a new and better arrangement. Now drivers continue for longer periods when they are fresh and rested, then drive shorter periods with more frequent breaks as fatigue sets in. This reflects the pattern followed by the average motorist, who drives long stretches at first and then stops more frequently.

Driver replacements are given a familiarization course on the vehicle that they will be operating, and begin their test driving on the smallest loop with the smallest vehicles. After becoming familiar with the operation, they are moved up to the larger vehicles.

To offset the monotony of long

periods of driving, radios are installed in the test vehicles. Off duty, drivers make use of a large, well-equipped dayroom, complete with TV lounge, recreation room, music and writing room, as well as complete craft shop. Other troop facilities include an athletic field and picnic area, a theater, branch PX, dispensary and a modern, well-equipped mess.

Besides contributing to a vital research project, Army-driver personnel gain invaluable knowledge in the operation of various types of commercial trucks. Those successfully completing their assignment are presented letters of appreciation from the Command and the Project Director for their part in helping to find better ways of building highways that will serve motoring America and national defense.

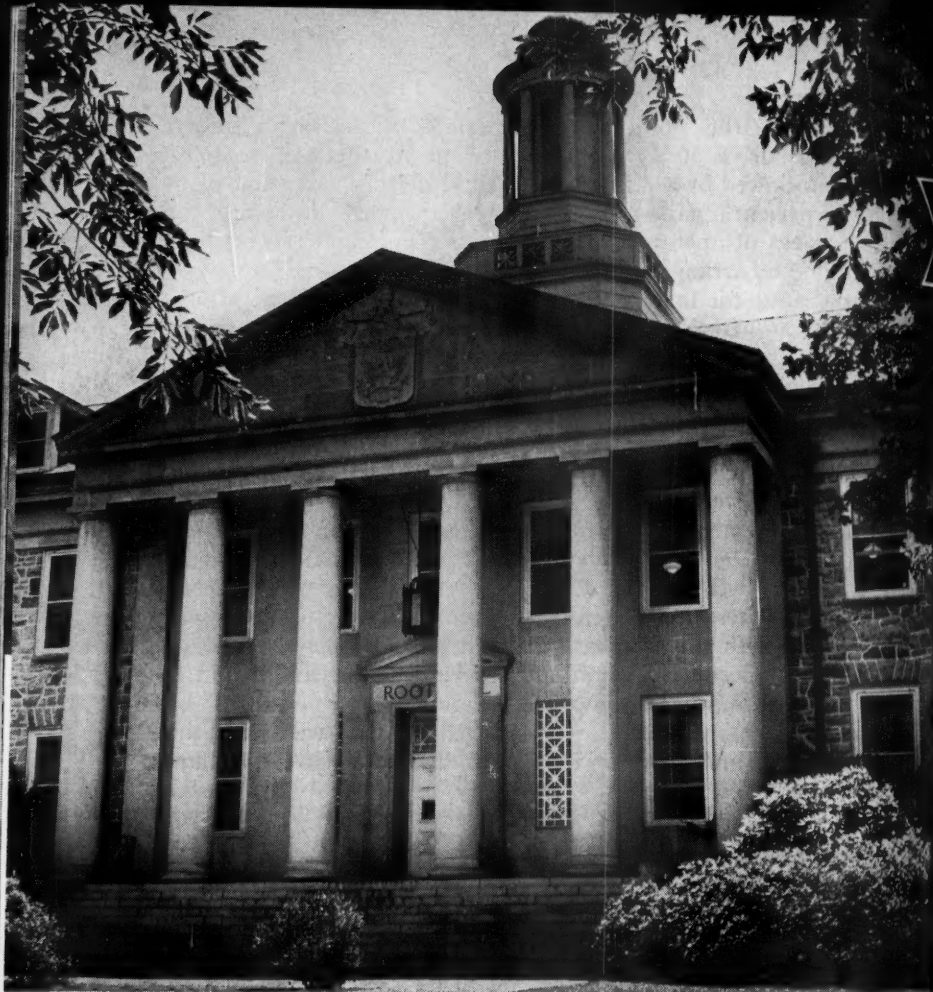


Troops of Road Test Support Activity rush from crew shelter to mount up, resume their grinding run after rest break.

Trucks roar along for 18 hours daily, then get thorough servicing, complete checkup during a six-hour break period.



JANUARY 1960



“PRUDENS FUTURI”—Provident for the Future—expresses the spirit and purpose of the U. S. Army War College. It reflects, in motto form, the four-fold mission of the College:

- to prepare selected Army officers for the highest command and general staff positions in the Army, and for such high level positions within the Department of Defense or other governmental agencies as the Army may be called upon to fill;

- to develop tactical and logistical doctrine relating to the employment and operations of the Theater Army and Army Group;

- to develop studies relating to the optimum strategy, doctrine, organization, and equipment for current and future Army forces; and

- to further inter-service and inter-departmental understanding, with emphasis on Army doctrine and operations.

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"Prudens Futuri" is both motto and mission at

THE ARMY'S

TOP-LEVEL COLLEGE

Major General William P. Ennis, Jr.

the War College is prescribed by the Commandant under broad guidance provided by the Department of the Army and the U. S. Continental Army Command. The Deputy Commandant has charge of instruction including formulation and conduct of the curriculum, execution of teaching responsibilities and related administrative matters.

THE Army War College stands at the apex of the vast Army educational system. Selection for attendance is made at Departmental levels. Typically, the 1958-59 class, totalling 200, included four from the Air Force, four from the Navy, four from the Marine Corps, and six civilians representing the Department of State and other government agencies. The average age was approximately 43 years, and average length of commissioned service 17½ years.

All arms and services of the Army were represented, varying from 65

Infantry officers to two Chaplains. Of the 178 Regular Army officers, all had graduated from Command and General Staff College, 62 were graduates of the Armed Forces Staff College, 167 commanded a battalion or larger unit, and 135 served as instructors at their branch or higher school.

Students of such maturity obviously bring a wealth of experience to the College and add materially in the conduct of courses. Almost without exception, there are students who have had long years of experience in each of the problem areas assigned for study.

MEMBERS of the faculty (which includes representatives from the Department of State, Navy, Air Force and Marine Corps) are carefully selected. There are approximately fifty Army officers on the faculty—all qualified in military arts and sciences by virtue of broad study and experience.

The Army's Top-Level College

The faculty is comprised of three faculty groups, each with specific duties for conduct of the curriculum. Members of Faculty Groups II and III are primarily responsible for the education of the students, while Faculty Group I deals with war gaming, combat development and doctrine formulation.

A primary faculty responsibility is the development of courses for the ten-month curriculum. The Faculty Board, composed of the Deputy Commandant, Faculty Group Chairman, Chief of the Plans and Policy Group, and the Secretary, reviews the individual courses, guided by an outline curriculum prepared each spring by the College and approved by the Commanding General, U. S. Continental Army Command. This framework establishes the purpose and length of the several courses. The Commandant has wide latitude in developing specific courses.

Fields of Study

THE current Army War College curriculum comprises three general fields of study which are divided into seven courses. Fields of study deal with National Power and International Relations; Military Concepts, Theater Operations and

Readiness; and National Strategy and Military Program.

All three fields emphasize the role of the Army not only in its purely professional aspect, but in the broad context of the Army as a key element in the defense team. Also stressed is the Army as the traditional and dependable source of trained leaders to fill top-level national and international command or staff jobs as required by the Nation's need for leadership skills. This broad concept of preparation provides the stimulus for including studies and problems involving the concepts of the Navy, Air Force, and the Marines, as well as an understanding of the philosophy of operations of other federal governmental departments.

THE curriculum has as its central unifying theme the design of a national strategy and its supporting military program. To this end each course is constructed to fit into the whole.

The first course, which considers the National Purposes and National Power of the United States and the Soviet Union, provides a general background for the courses which follow. Succeeding courses analyze and seek solutions to major



MAJOR GENERAL WILLIAM P. ENNIS, JR.
Commandant, U. S. Army War College
Carlisle Barracks, Pennsylvania

Named for distinguished commandant of the school, Bliss Hall is devoted to offices, conference rooms, other student activities.



problems confronting the United States and the Army, in the light of the national interests and objectives of other nations, the threat of international Communism, and the challenge and opportunities of the nuclear age.

THE College constantly strives to improve its curriculum, methodology and organization, as well as the qualifications of its faculty. A rigorous, internal self-analysis and self-evaluation is continuously conducted. Liaison is maintained with the senior war and staff colleges, both in order to profit from their experiences and to assure proper coordination of instruction.

All presentations at the College—whether by members of the faculty, guest speakers, expert consultants, or students—are subject to challenge, questioning and discussion by and among all who are present. It is a primary College policy to stimulate in the student the development of an inquiring and constructively challenging mental attitude, and to instill intellectual vigor and discipline. With such

a mental attitude, today's and tomorrow's top Army leadership will assuredly be prepared to cope with the complex national security problems confronting national military leaders in the nuclear age.

Committee System

INSTRUCTIONAL methods at the College are based primarily on individual student study and research, intellectual freedom in thought and discussion, and the analysis and resolution in committees of assigned problems of current significance. Student and committee effort is supported and supplemented by authoritative lectures by guest speakers, by expert consultants and panel members in attendance at the College for varying periods of time, and by a trip to the United Nations Headquarters in New York City.

Prior to each course, the class is organized into committees, and these are reorganized for each successive course. Here students have opportunity to learn from each other, and to develop the ability to participate in and contribute to

The Army's Top-Level College

group effort. In addition, opportunities are provided to develop the power of individual decision and self-evaluation. Self-improvement and guidance in the fields of public speaking and reading comprehension are also available on a voluntary basis.

The final days of each course are devoted to committee presentations to the College on the results of the collective committee effort in its assigned problem area. Thus, all committees benefit from the work of all the other committees.

Faculty advisers are assigned to assist student committees. The advisor is not an instructor or a discussion leader. He is free to join the discussion and, if asked, to voice his opinion, but the committee is at liberty to accept or reject his offerings. Thus, the final committee report reflects the views of the committee, not the advisor.

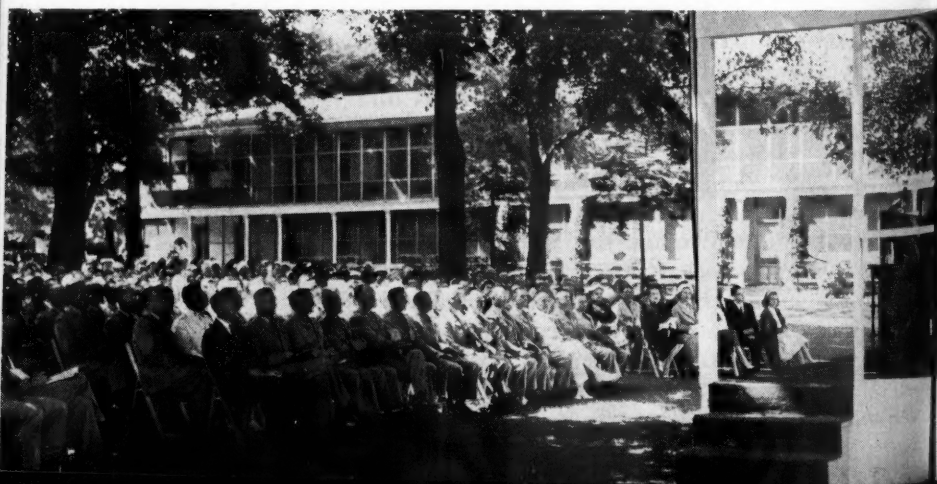
AS another instructional device, most students (except those involved in war gaming) are required

to prepare and present an original thesis on a subject of high-level importance and of current or future value to the Army. The preparation of this paper provides an opportunity for objective analysis and original and creative thinking. In addition, the student is provided practical work in the location of factual data, the organization of ideas, and their presentation in clear and logical writing and oral discussion.

The curriculum culminates in a National Strategy Seminar during which a student-developed national strategy and its principal implementing courses of action, with emphasis upon a supporting military program, are examined and refined in collaboration with distinguished military and civilian guests.

Among the numerous letters written to the Commandant by guest participants in the annual National Strategy Seminar, the words of Dr. F. E. Engleman, former Chairman of the President's Advisory Committee on Education, are typi-

In a quadrange framed by buildings predating famous Carlisle Indian School, 1958-59 class hears Secretary of Army Wilber M. Brucker deliver graduation address.



Now a Museum, Hessian Guardhouse built in 1777 as powder magazine, is oldest building at historic Carlisle Barracks.



cal: "... I came away from the meeting with an extremely high confidence that the decisions that are being made and which will be made by our future military leaders will be based upon factual information, stability of emotion, and objective evidence . . ."

Academic Tradition

STUDENT interest in military history is quickened upon arrival at the College both by its own history and that of its home, Carlisle Barracks, Pennsylvania—one of the Nation's oldest active military installations.

The main College buildings, Root Hall and Bliss Hall, are named in honor of two great Americans—Elihu Root and Tasker H. Bliss—to whom credit is due for the origin and early development of the College. As Secretary of War for President McKinley, Elihu Root had the foresight in 1899 to recommend the establishment of an agency that would perform planning activities for the War Department and also prepare selected officers for command and staff duties at the highest levels of the Army.

The War College traces its official life from 27 November 1901, but the first annual Class did not report to the Commandant, Briga-

dier General Tasker H. Bliss, at 22 Jackson Place, Washington, D. C., until 1 November 1904.

General Bliss, who was destined to become Chief of Staff of the Army and later President Wilson's representative on the Supreme War Council during World War I, gave the original direction to the academic work of the College. The pattern he set was based on the resolution by student committees of assigned problems of current interest to the Army. This pattern has remained unchanged in principle over the intervening years.

The Army War College was closed during World Wars I and II. Following World War II, it was reestablished in 1950, with a temporary location at Fort Leavenworth, Kansas. It moved to Carlisle Barracks in July 1951.

Since its establishment, 3628 students have graduated from the Army War College. President Eisenhower, Army Generals Pershing, Kreuger, Somervell, Patton, Clark, Bradley, Collins, Ridgway, "Beetle" Smith, Air Force Generals Vandenberg and Kenney, the Navy's Admiral "Bull" Halsey, number but a few of the War College graduates who have distinguished themselves in the service of our Country.

Prudens Futuri!

NEWS

of professional interest

Space Projects Transferred

Progressive and orderly transfer of space projects from the Advanced Research Projects Agency to the military departments has been announced by the Department of Defense. ARPA will continue to be responsible for advanced research. Under this arrangement, the Army will take over responsibility for NOTUS, the interim satellite-borne communications system. Other specific assignments include: MIDAS, satellite for early warning against ballistic missiles, and SAMOS, reconnaissance satellite system, to the Air Force; TRANSIT, satellite-borne navigation system, to the Navy.

Rocket Facilities Enlarged

Two new test stands capable of handling the largest planned rocket motors have been added to the manufacturing and testing facilities for solid propellant rocket motors at Longhorn Ordnance Works, Marshall, Texas. It is contemplated that Pershing and possibly Nike-Zeus motors will be produced at the plant which now builds motors for the Army's Nike-Hercules, Lacrosse and Sergeant missiles and the Falcon for the Air Force. The rocket motor production facilities are operated by Thiokol Chemical Corporation under Army Ordnance contracts.

Reserve Districts Combined

Establishment of the XIX U. S. Army Corps (Reserve), with headquarters at Fort Chaffee, Arkansas, has recently been announced. The action consolidates the Reserve districts of Arkansas, Louisiana and Oklahoma into a single headquarters, effective 1 December 1959.

Caribou Under Test

Three of the new YAC-1 Caribou transport aircraft have been accepted for the Army by Lieutenant General Arthur G. Trudeau, Army Chief of Research and Development, from de Havilland Aircraft of Canada, Ltd. The Caribou is a 32-passenger transport plane with a three-ton cargo capacity. It is designed to operate off short, rough fields or improvised strips, fly at low speed of 70 miles per hour and have a 1,400 mile maximum range. Tests now will be made at various Army installations.

Officers Continue on Duty

More than 25 percent of Army officers who completed two-year obligated tours during fiscal year 1959 chose to remain in the service. This marks a rise over fiscal year 1958 when the figure was 21.1 percent and 1957, when the rate was 18.7 percent.

"Quickserve" Meals

A family of 21 "quickserve" meals now is under development by the Quartermaster Corps and slated for taste-testing in 1961, according to Materiel Development Section, Headquarters, U. S. Continental Army Command. The section is engaged in determining what kind of food a combat soldier needs and can carry with least inconvenience. Soon forthcoming as a result of studies is a "6-in-1" precooked, dehydrated meal served on a disposable mess tray. It will contain, for example, hot chicken slices or fried pork chops, hot salted lima beans, onion soup, pasteurized bread and a cake. Several variations have been devised.

Scientist Honored

The Army's Distinguished Civilian Service Medal has been awarded to Dr. James W. McRae for contributions toward developing a series of small, tactical nuclear weapons while president of the Sandia Corporation which operates the Sandia Laboratory, New Mexico, for the Atomic Energy Commission. Dr. McRae now is a vice president of American Telephone and Telegraph Company and Chairman of the Army Scientific Advisory Panel. Presentation was made during the regular semi-annual meeting of the Panel at Fort Monroe by Richard S. Morse, civilian Director of Army Research and Development.

Electronic Troubleshooting

Electronic equipment working much like a doctor's stethoscope to pinpoint sources of malfunctions and potential breakdowns may revolutionize methods of inspecting motor vehicles. Now being studied by Army Ordnance Corps at Frankford Arsenal, Philadelphia, Pennsylvania, the new method of troubleshooting engines and electrical systems could result in large savings in money and manpower by eliminating unnecessary maintenance and servicing. Concept of the system calls for a digital computer which would receive information from transducers or microphones attached to various components. Information received would then be matched against predetermined standards and tolerances to provide a basis for judging working condition of the vehicle.

Credit for WAAC Service

Service in the Women's Army Auxiliary Corps (WAAC) has been authorized as credit for all purposes except promotion in the Women's Army Corps (WAC), under provisions of Public Law 86-142. Credit is given for service in the WAAC between 13 May 1942 and 30 September 1943, providing members also served actively after 29 September 1943 in the Armed Forces. Provisions of the law may also result in additional service creditable for retirement to members of the WAC who now are retired.

Signal Training for Reserves

A program aimed at giving Army National Guard and Army Reserve signal units the same proficiency level of training as Active Army units of the Signal Corps has been initiated at the U.S. Army Signal Training Center, Fort Gordon, Georgia. The program will supplement regular unit training by providing support in training unit specialists for nine months of each year. This will be in addition to Active Army support of two-week active duty training periods during the three summer months each year.

Starting with six National Guard signal battalions from Alabama, Georgia and South Carolina, the program will be expanded to include Active Reserve and additional National Guard units. In addition to training for enlisted personnel, the program also provides for 100 hours of preparatory instruction for unit officers.



DEMONSTRATING its capability in oversnow operations, the Army's Overland Train, above, recently completed a 2500-mile trek on the Greenland Ice Cap.

News of Professional Interest

Nike Protects SAC Bases

Construction is expected to be completed by 1961 on five Nike-Hercules sites approved and authorized by the Department of the Army to protect Strategic Air Command bases. The five Nike-Hercules sites are Davis-Monthan Air Force Base, Tucson, Arizona; Minot Air Force Base, Minot, North Dakota; Mountain Home Air Force Base, Mountain Home, Idaho; Malstrom Air Force Base, Great Falls, Montana; Glasgow Air Force Base, Glasgow, Montana. Construction at each installation will cost between \$3 and \$4 million.

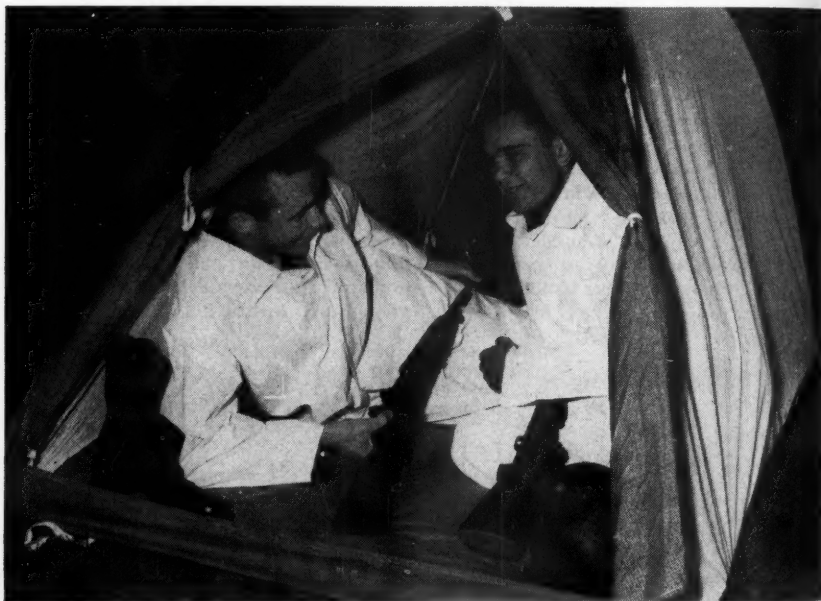
Improved Guidance for Sergeant

In the first public demonstration of the versatile Sergeant system staged at the October meeting of the American Ordnance Association at Aberdeen Proving Ground, Maryland, the Army disclosed that the newest member of its artillery missiles can be air-transported anywhere

in the world to give added fire support to Strategic Army Corps. It also was disclosed that the Army has literally put brakes on the Sergeant in order to guide it with pinpoint accuracy to its target on a modern battlefield. The 36-foot long missile is capable of carrying nuclear or other warheads. Its guidance system is invulnerable to any known means of enemy electronic counter-measures. The brakes consist of fins or vanes that extend and retract automatically at precisely computed times to correct the path of the weapon on its way to a target.

Rocket Lift Device

An Army-sponsored study of possible use of small rocket-like devices as a jet-assist to combat troops in overcoming terrain obstacles is now in process under a contract with Aerojet-General Corporation of Azusa, California. Although work has been performed previously in this field, the present contract calls for a criti-



EXPERIMENTAL ITEMS. This preview of experimental Army clothing, tent and boots was staged for reservists in summer training at Presidio of San Francisco. Tent and disposable fatigues are made of water-resistant paper, for use by hospitals and units where troops are widely dispersed and resupply and laundry problems are critical. Improved lightweight boot has sole and heel vulcanized to leather uppers.

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cal review of such efforts, to establish feasibility of the concept and provide a sound basis for planning possible future use. Objective is to augment the physical ability of the soldier by enabling him to move quickly over short distances by a series of long slides or jumps, jet assisted, while still protected by the terrain. The system analysis will deal with rocket thrust, weight, location, number of nozzles, flight control, reaction time, safety aspects and human response.

Pacific Campaign History

Publication of *CARTWHEEL: The Reduction of Rabaul* in November brings to 42 the volumes published by the Office of the Chief of Military History in the series "United States Army in World War II," and eighth in the subseries on the "War in the Pacific." Written by John Miller, Jr., a Marine veteran of the Bougainville operations who now is Deputy Chief Historian of the Department of the Army, the book is on sale for \$5.25 by Superintendent of Documents, Government Printing Office, Washington 25, D. C.

Power Site Survey

The Army Corps of Engineers is conducting a survey to determine the engineering and economic feasibility of one of the world's largest power sites on the Yukon River in Alaska. Action to survey Rampart Rapids follows an appropriation by Congress for initiation of studies. From preliminary studies, it is believed possible to develop hydroelectric power producing 5,000,000 kilowatts. A dam on the site would form a reservoir covering an area of some 10,000 square miles, with power head over 400 feet in height.

Civilian Career Program

First of the new Army-wide career programs designed to attract and hold top-quality civilians recently was placed into effect for administrators and specialists in the area of civilian personnel administration. Others to follow will be in fields of comptrollership, librarian, military intelligence research and analysis, ammunition inspection, information and editorial.

The new civilian career program includes planned recruitment, a training and development plan, a career pattern

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News of Professional Interest

outlining channels through which a career employee may progress, a performance appraisal and counseling method, and a placement-referral system that will provide candidates the opportunity to be considered for positions Army-wide.

Operation Searchlight

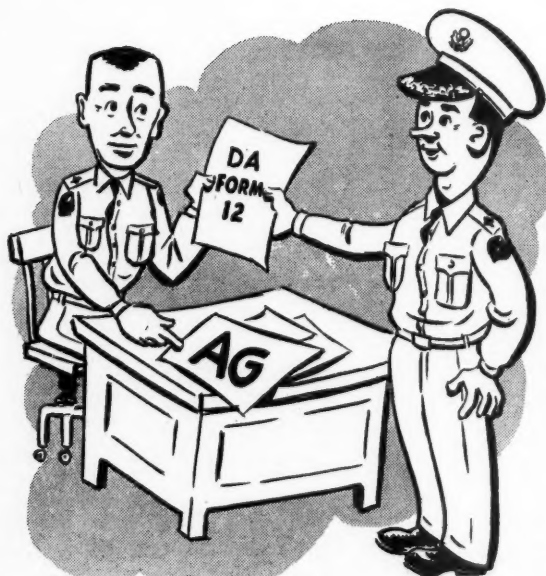
To encourage Department of Army personnel suggestions, "Operation Searchlight" will promote an Army-wide campaign during fiscal year 1960. Objective will be to focus creative effort on specific areas in which ideas can best be used to improve efficiency or equipment. Announcement of the campaign was made by Secretary of the Army Wilber M. Brucker at the Annual Incentive Awards Ceremony in October, when civilian employees were honored for making noteworthy contributions in management, operations and equipment.

"One Army" Conference

Sixty top ranking officers of the Active Army, Army National Guard and Army Reserve met for three days during October with Secretary of the Army Wilber M. Brucker to develop means of furthering the One Army concept. Five committees were set up to study various phases of the concept—indoctrination, personnel utilization, mobilization, logistics or supply, and training.

Moderator for the conference was The Honorable Hugh M. Milton II, Under Secretary of the Army. Speakers included General Lyman L. Lemnitzer, Army Chief of Staff; General Bruce C. Clarke, Commanding General, U. S. Continental Army Command; Major General Milton A. Reckord, Adjutant General, Maryland; and Major General Leif J. Sverdrup, U. S. Army Reserve.

TIPC*



***To
Insure
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Circulation**

See Army Circular 310-72 (18 June 1959) which directs Commanders to request sufficient copies to permit prompt circulation, using DA Form 12-4 (Requisition for Initial Distribution of Publications and Blank Forms).

DISTRIBUTION:

To be distributed in accordance with DA Form 12 requirements.



New Rifle for New Museum

A HISTORIC collector's item—the first production model of the M14 rifle made for the Army and bearing the serial number 0000001—has been presented by Secretary of the Army Wilber M. Brucker to the U.S. Army Infantry Museum at Fort Benning, Georgia. First of thousands now in production, the M14 fires the new NATO 7.62mm cartridge, is superior in lightness, firepower and reliability to the M1 (Garand) which it will replace. The weapon will be displayed in the new museum, recently dedicated.

During the annual American Ordnance Association Meeting at Aberdeen Proving Ground, Maryland, Secretary Brucker conveyed the rifle to Sergeant Major George C. Ferguson—winner of the Distinguished Service Cross, Silver Star, Bronze Star Medal and Purple Heart with three Oak Leaf Clusters, now assigned to the Army's Advanced Marksmanship Unit—for presentation to The Infantry Center.

Above, the new acquisition is examined by Major General Paul L. Freeman, Jr., Commanding General, The Infantry Center, and Colonel John M. Westenberg, Ordnance Officer, as Sergeant Ferguson looks on.

The Infantry Museum, newly relocated and refurbished, reflects the U. S. Infantry history for nearly 200 years. Documents, battle flags, personal weapons and battle gear are displayed, along with regimental colors of famous Infantry regiments. The Museum also includes a gallery of paintings of distinguished Infantry leaders.

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DIGEST

"Man is and will remain the essential element in war. Men, not machines, win or lose the battle. Machines cannot wage war; they can only increase the effectiveness of man. The importance of the individual increases with the complexity of the weapons he must employ. The importance of the man will increase until we reach the stage of having weapons which can think and improvise; which can meet reverses with resolution; and which can match hardship and danger with devotion and courage, and carry on to final victory. There is no such weapon on the horizon."

General Lyman L. Lemnitzer

